

Police Rehabilitation & Retraining Trust
Annual Report and Accounts

For the year ended 31 March 2021



**Rehabilitation and
Retraining Trust**

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For the year ended 31 March 2021

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

24 June 2021

THE POLICE REHABILITATION AND RETRAINING TRUST

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THE POLICE REHABILITATION AND RETRAINING TRUST

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Chair's Foreword

I am delighted to introduce the 2020-21 Annual Report for the Police Rehabilitation and Retraining Trust (PRRT), after my second year as Chair. In last year's report I spoke of the extraordinary and on occasions difficult circumstances brought about by unforeseen bereavement, which hit at the very heart of the Trust. Few could have anticipated 2020 was then to develop into a year like none other; with the devastating effects of COVID-19 on the people and communities we support, our colleagues, loved ones and our friends and families. Staff moved from offices and bases to their bedrooms, living rooms and kitchen to work, whilst continuing to have a presence, providing support and care for those clients that needed us most.

I could not be prouder of how well PRRT staff and Board members have adjusted and adapted to meet the constant challenges encountered and unique circumstances this year has brought. Regardless of the many changing situations and changes of personnel in key leadership positions, it was consistently evident the priority for the Trust was PRRT's clients and the delivery of excellent services, to meet their bespoke needs.

COVID-19 propelled us all out of our respective comfort zones, there was the need for revised operating practices, a restructured Business Model, offering a blended service provision across Psychology, Physiotherapy and Coaching and Development, alongside the further development of contingency planning. PRRT addressed these issues by utilising our expertise, questioning our own role in these matters, and finding practical steps to take, to improve and maintain services to our clients.

The PRRT Board have been immensely impressed at how PRRT management and staff have worked collegiately, taking on new and additional responsibilities, to ensure 2020-21 was another successful year for the Trust. Reflective of the Northern Ireland devolved administration's public health restrictions, PRRT developed a COVID-19 Recovery Plan and conducted a mid-term review of its 2020-21 Business Plan.

Services delivered have been measured by the achievement of Key Performance Indicators and the monitoring of successful outcomes for clients, including their levels of satisfaction with the services provided. The Chief Executive Officer's (CEO) commentary notes, and this annual report outlines, the comprehensive programme of work undertaken over the past twelve months in respect of our core client group and the services provided for a wide range of clients across the Department of Justice (DoJ). The latter includes the service provision to the Northern Ireland Prison Service (NIPS), a successful project now in its fourth year. Excellent outcomes have been achieved from discharged clients and ongoing positive client feedback. This clearly demonstrates the difference PRRT is making to clients' health and wellbeing across the core services.

The ongoing public health crisis has served to spur even greater collaboration across the DoJ Sponsor Department, PRRT Board and staff. The PRRT 2020-21 budget has seen an uplift to the operational finances from the Sponsor Department, which has

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worked throughout the year to assist PRRT in adapting its service provision during the restrictions, for example in the purchase of new technology, adaptation of premises and provision of personal protective equipment. This enabled PRRT to maintain service stability to clients whilst also prioritising staff health and well-being, acknowledging the toll the pandemic had on all personally and professionally.

In summer 2020, Eddie Gaw retired as PRRT CEO, I would like to acknowledge and thank him for his lengthy service to the Trust. Over his many years he demonstrated great professionalism, dedication, knowledge, proficiency, and robust decision making, overseeing significant transition and transformation. He built a strong team of staff, equally committed to the work of the Trust. Whilst his replacement was recruited Morna McGibbon, previously Head of the Physiotherapy Department, was selected to perform the Trust's Interim CEO role. Morna too was excellent in this role, encountering many of the challenges associated with COVID-19. She displayed great resilience and her corporate knowledge from her many years in the Trust was also very evident, as she addressed and resolved with energy, all matters arising. Morna retired in December 2020 and both Eddie and Morna have left an incredibly strong legacy of excellence and client focus within the Trust, which is sincerely appreciated.

After a rigorous selection process, overseen by an external recruitment provider, the PRRT Board and I were delighted to appoint a new PRRT CEO, Dr Norry McBride, in December 2020. Norry brings a wealth of knowledge with extensive experience and expertise to the role. He has quickly grasped the workings of the Trust and is consulting closely with the PRRT Board in reviewing service delivery to ensure continued effectiveness, efficiency, and value for money across the Trust.

Looking forward to 2021-22 we have a determination to sustain our current service provision by continuing to deliver excellent services. Paramount remains our commitment to support our core client group (that is former Royal Ulster Constabulary (RUC) and Police Service of Northern Ireland (PSNI) officers) from whom demand continues unabated. However, we are also ambitious in seeking to support more people to stay well and will look for further opportunities to increase our footprint where our services can be beneficial.

Currently as the pandemic continues to have a mental, physical and practical impact on the people we support and as society tentatively begins to open up once more, we will seek to help our clients navigate their way back to some kind of normality. As we look forward to what will no doubt be a year filled with both opportunities and challenges which, with energy and commitment, we will rise to meet and overcome, on behalf of the Board I would like to thank our wonderful staff – their dedication, passion, flexibility and commitment is what makes PRRT truly exceptional

Michele Larmour

Michele Larmour
Chair of the Board of Directors

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Non-Executives' Report

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

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

Ms Michele Larmour (Chair)
Dr Carol Ackah (Non-Executive Director)
Mr Oliver Wilkinson (Non-Executive Director)
Ms Bernie McCrory (Non-Executive Director)
Mr Mark Lindsay (Police Federation of NI (PFNI) statutory appointee)
Mr Liam Kelly (PFNI statutory appointee)
Chief Superintendent Mr Ryan Henderson (PSNI statutory appointee, appointed 1 March 2020)

The current Board took up their appointments in May 2019, the previous Board stepped down in March 2019. In March 2020 Chief Superintendent Mr Ryan Henderson joined the Board as a PSNI Statutory Appointee. The Board has operated with seven members for the 2020 -2021 year.

The attendance records of the Board are recorded on page 46 and their full biographical details are available at www.prrt.org

Mr Mark Lindsay (Chairman, PFNI) Mr Liam Kelly (Secretary, PFNI) and Mr Ryan Henderson (Chief Superintendent) are statutory appointments which are non-remunerated. Their commitment to supporting the PRRT is exemplary and their invaluable experience contributes greatly to the work of the Board both strategically and operationally. All have vast knowledge of policing that helps to inform the work of the Trust and the services it provides for both serving and retired officers.

Mr Oliver Wilkinson, Ms Carol Ackah and Ms Michele Larmour were all meticulous in their obligation to PRRT business and participated in their respective executive roles and general board duties with great enthusiasm and commitment. This interest extends to the day-to-day work of the Trust and provides vital support for the CEO and his Senior Management Team (SMT).

Mr Oliver Wilkinson in his role as Chair of the Audit and Risk Committee has provided excellent leadership and support to the CEO and his team who once again delivered clean and satisfactory audits.

The Board members undertook a self-assessment exercise during March 2021 against the 47 indicators in the National Audit Office (NAO) recommended template, combining individual experiences and perspectives into a corporate and positive view of the Board's performance. These detailed assessments reflect the work of PRRT and the performance of its dedicated workforce. This is particularly encouraging given the

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turnover in staffing in the past year including the retirement of the CEO, Mr Eddie Gaw, Mrs Morna McGibbon kindly agreed to fill the CEO role for an interim period whilst recruitment commenced, Morna has also retired and the Head of Finance and Shared Services (Mrs Jen Hood) has left to take up a new role in the Health Service. The Board are very grateful to all three for their support and work at PRRT.

The Board has been very fortunate in terms of securing new officers to fill these respective roles and they are very much welcomed. The new CEO is Dr Norry Mc Bride and the new Head of Finance and Shared Services is Ms Kathryn Connor.

Finally, it has been a year of great challenge for the Trust given the circumstances associated with the global pandemic. New working arrangements have had to be put in place to safeguard the safety of staff and clients. On behalf of the Board, I commend all who helped ensure that the work continued to progress.

Bernie McCrory

Bernie McCrory
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 2021.

During the course of 2020-21, PRRT had to address a number of significant challenges and it is a great credit to the Board and our staff across the organisation that we have continued to provide a consistently high quality of professional services to our client base.

We began our year with the onset of the COVID-19 pandemic which significantly impacted upon many people within our society, not least our client group. In addition, our staff had to quickly adapt our provision to meet the many needs and challenges across all three of our core services. In order to address the implications of COVID-19, we restructured our Business Model to offer a blended service within Psychology, Physiotherapy and Coaching & Development. This had been a significant challenge for the SMT and indeed all the staff within PRRT. Furthermore, we developed contingency planning and implemented a COVID-19 Operational Plan which had been stress tested and reviewed by both the Board and the Department.

Our Sponsor Department (DoJ) was able to assist PRRT adapt its service provision in the midst of restrictions to our operations. Additional financial support was provided to PRRT in order to:

- Purchase new IT hardware and software to facilitate ongoing therapy and treatments with clients.
- Allow PRRT to adapt its premises to become COVID-19 compliant and to provide PPE and sanitising stations for both clients and staff.
- Implement a blended course of treatment to allow flexibility and safeguarding for both clients and our staff.

Furthermore, PRRT has developed a COVID-19 Recovery Plan to react to any change that arises from Government Policy relating to lockdown easements. During the course of last year, PRRT continually monitored the range and limitations of lockdown measures announced by the Devolved Administration, and as a result of the COVID-19 Recovery Plan, we were able to react effectively and efficiently without compromising the health and safety of both clients and staff.

With regards to the 2020-21 Budget, PRRT were in receipt of an uplift to our operational finances from our Sponsor Department. This additional financial support was welcomed as it allowed PRRT to develop further contingency planning models for its day-to-day operations. The 2020-21 Business Plan and targets that were determined at the beginning of the year had to be reviewed mid-term as our service provision delivery model had to change as a result of the implications of COVID-19.

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This, in particular, was dealt with by our staff in a highly professional way as they worked diligently to maintain contact with all our clients and, in particular, to support those who needed our services most. Both PRRT and the DoJ have worked collaboratively over the last year to facilitate clients wherever possible, and to maintain continuity of treatment and support. We greatly appreciate the support of the DoJ who has assisted PRRT to address the various pressures and challenges that arose over the last 12 months.

PRRT continually monitors the needs of our clients and, where possible, provides as much flexibility in the delivery of our treatments and support services. Within any service provision, however, a number of factors have to be taken into account; in PRRT's case, understanding who we support is critical to us providing ongoing professional services.

Since our inception in 1999, we have learnt a lot about our client population and their concerns, some of which are as follows:

- They find it difficult to engage with mainstream services;
- Their personal security and privacy are of the utmost importance to them;
- They appreciate our secure site and the engagement of our security cleared personnel to meet their needs;
- They can be reluctant to repeat or explain their trauma history;
- They can be reluctant to discuss their career background; and
- They may have various complex needs.

In this context, The Board and SMT 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

PfG indicators;

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

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

Northern Ireland Prison Service (NIPS)

PRRT commenced its service provision for NIPS in 2017, primarily for existing officers and new recruits. Our work entails providing psychological and physiotherapy services to NIPS staff.

The project, now in its fourth year, has proved very successful with the referrals to both clinical services remaining at a high level and the clinical outcomes are highly satisfactory. We continue to have an excellent working relationship with NIPS management and are continually looking to develop and improve the overall system.

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. It is anticipated that this working relationship and services provided by PRRT will continue for the foreseeable future.

Governance and Operations

The Board of PRRT continues to provide invaluable advice and support to the Executive team. Over the past year we have had to make significant adaptations to our service provision as a result of COVID-19. This has been fully endorsed and supported by the Board. We have worked closely as a team in delivering and maintaining our professional services to all of our clients. The ongoing collaborative partnership with our Sponsor team has been of immense value to PRRT. They have displayed great understanding, flexibility and support throughout this challenging year, and will continue to do so in the months and years ahead.

We have updated and closely monitored our Risk Register throughout the year in order to maintain the financial and operational viability of our Business Model and in so doing demonstrated a continuous high standard.

Finally, I would like to recognise the positive contribution that all of PRRT staff have made throughout this challenging year with the onset of the COVID-19 pandemic. We enhanced our dependency on technology in order to deliver a blended range of treatment services to meet our clients' needs. Last year our client satisfaction surveys gained a good/satisfactory rate of 98.6%, demonstrating once again the quality and professionalism of the services we provide.

PRRT looks forward to continuing on with its range of specialised services in the future; our clients being our primary focus in order to help and support them wherever possible.

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Performance Overview

PRRT provides the primary frontline services of Psychological Therapies, Physiotherapy and Coaching & Development. The service delivery departments are supported by the Finance and Shared Service department comprises; Administration, Corporate Services, HR and Finance who provide the relevant administrative, professional and corporate support.

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 officers' 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 DoJ 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.
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.

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PRRT's Key Risks

PRRT has eight 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. The Risk Register is reviewed quarterly by the Board and at every Audit and Risk Committee meeting. The main risks to PRRT are:

1. COVID-19 – With the onset of the COVID-19 pandemic last year, a significant number of our treatment sessions and support services were interrupted. PRRT responded by implementing a COVID-19 Operational and Recovery Plan. This included adopting a blended approach to our service wherever possible. Despite the ongoing roll-out of the vaccination programme, COVID-19 still remains a risk to both our clients and our staff.
2. Clinical Risks – PRRT provides services to clients with chronic and complex mental and physical health problems. The main risk is that clients can be suicidal and could potentially cause harm to themselves or others. Managing this risk, ensuring clients are seen within the timelines set can be challenging.
3. Financial Risks – A static budget and in effect reduced funding in real terms has been the norm for PRRT for a number of years, after a series of years where the budget was significantly reduced. Last year we had an increase of funding to support the changes within our frontline services.
4. 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.
5. Pensions – PRRT's contributions to staffs' pensions has remained at 6% for the past 14 years. This has had an impact on both recruiting and retaining staff. There is no capacity within our finances to enhance the contribution at this stage.
6. Security and Information Assurance Risks – Due to the background of the majority of PRRT clients 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.
7. 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.

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8. 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 and 3 are high impact and likelihood; risk 2 is medium impact and likelihood; risks 4 and 5 are high impact but low likelihood and risk 6 is low impact and likelihood.

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.

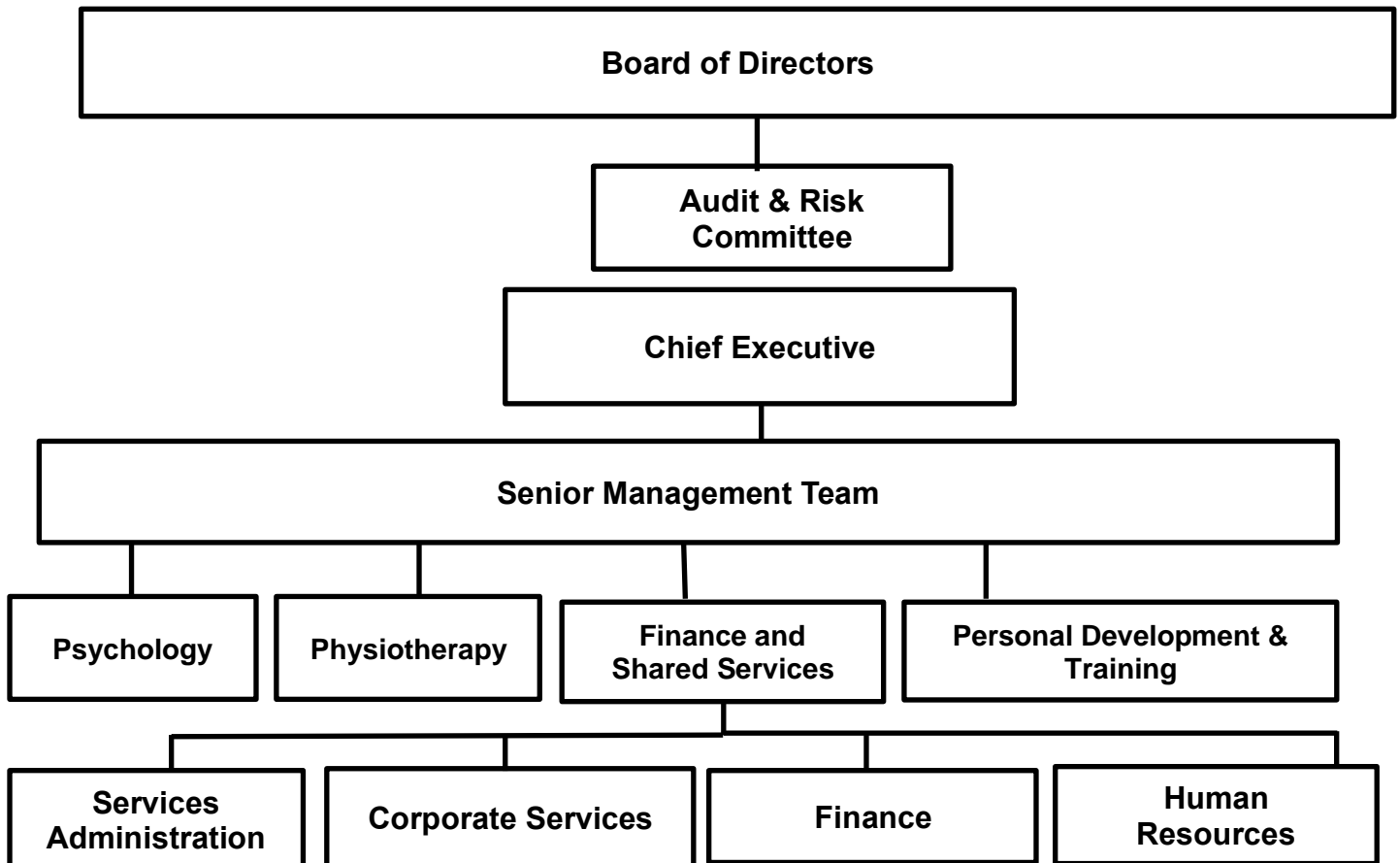
PRRT complies with the corporate governance and accountability framework arrangements (including '*Managing Public Money Northern Ireland*' (MPMNI)) issued by the Department of Finance (DoF) and the DoJ.

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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Organisation Structure



Research and Development

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

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

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Performance Analysis

Psychological Therapies Department

“Without the professional help from PRRT I dread to think where I would be now. It has, and remains a safety net for me. I cannot thank or praise them enough.”

Clinical Service

Like all treatment services the department of psychological therapies has been severely impacted by the COVID-19 pandemic and the resulting government restrictions. With the onset of the first lockdown the team faced the significant and unprecedented challenge of how to continue to support our entire caseload of patients in treatment remotely with minimal clinicians permitted to be in the building. With security restrictions making remote working outside of the building not possible the team faced a daunting task. I am pleased to report that the clinical team did an excellent job supporting all patients in crisis whose presenting symptoms were compounded by the lockdowns. New models were developed and employed in providing intensive telephone treatment as an interim measure until digital platforms could be utilised to provide full remote treatment. We temporarily paused new admissions to the service to enable us to focus our limited resources on patients in treatment. By July we were open again to new referrals and by August the resulting assessment backlog had been cleared.

Presently and over a year later as we begin to move out of the latest COVID-19 restrictions the service is running at full capacity. Our aim continues to be to provide the highest standard of evidenced based psychological therapies to the retired police population, their families and members of the DoJ family. We have adapted our service delivery to the changing circumstances by offering our patients a blended treatment model including a combination of digital and telephone remote treatment with face-to-face appointments when deemed necessary in a socially distanced and protected environment. As expected, new referrals decreased during this past year due to the ongoing circumstances but as we move into this new financial year demand is steadily increasing and we expect to soon return to our normal high demand for the service. Understandably our waiting times have unavoidably increased during this year and we continue to work hard to reduce these to our normal levels.

We are very pleased to see that our patients continue to be rewarded for their hard work and effort. Despite all of the disruption and challenges raised by the pandemic patients attending the service have reported very high levels of satisfaction and clinical outcomes with 95% of those who completed their course of treatment rating their problems as ‘resolved’, ‘resolving’ or having achieved maintenance often in the face of complex and chronic disorders. 100% of patients reported being satisfied with the service they received with 78% reporting to be ‘very satisfied’ and 22% reporting being ‘satisfied’. To have achieved these excellent outcomes during this challenging year is a major achievement for which the clinical team deserve recognition.

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There has been no change to our patient profile during this year. The clinical team provided 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 means, despite the complexity of the problems, by working collaboratively we see excellent results.

Patient feedback (from 30 returned surveys) demonstrates that:

- 100% of all respondents were either very satisfied or satisfied with their treatment.
- 78% of all patients rated their quality of life as better following treatment.

A sample of written feedback from patients:

"I waited many years prior to making contact, firstly because there was no help or assistance available during the time when it was so badly needed. However, once I felt comfortable in making contact with PRRT, my case was handled in a most professional and confidential manner. I cannot stress the importance of such an avenue for Police Officers requiring such treatment."

"I made contact and was seen within a short period of time. I was very distressed and received a phone call the same day as first contact."

"My Counsellor has given me my life back."

"Both my therapists were excellent very attentive dealing with my issues very sensitively and in a caring manner. At times the appointments were the only glimmer of hope that I had to hang onto."

"I found that the seriousness of my distress was immediately recognised and addressed"

"I have been given a coping mechanism for my PTSD".

Despite lockdown restrictions all department clinicians have attended remotely delivered 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. All treatment provided is evidenced based as directed by the National Institute of Health and Clinical Excellence (NICE) and the World Health Organisation (WHO).

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Harm Reduction through Training and Education Provision

Our plan for this year was to work in partnership with our colleagues at the Northern Ireland Prison Service College in delivering specialist psychological resilience training to new prison officer recruits. As the pandemic unavoidably impacted on the overall recruitment process, we have moved this planned work to the incoming year. This bespoke course has been redesigned to enable it to be delivered digitally to participants until such times as face to face delivery is deemed safe again. We were pleased to be able to deliver digital remote training to both the Forensic Service of Northern Ireland (FSNI) and the Judiciary over this year with very positive feedback.

User Engagement

COVID-19 restrictions have made meeting up with various service user groups and partners more challenging but we have been able to continue to digitally attend the Police Care Forum, liaise with our other external stakeholders and write articles for a range of police publications. Team members have written and recorded a number of support strategies and articles that were made available to service users on the PRRT website.

Partnership Working with the NIPS

Our working partnership with the Northern Ireland Prison Service continues to go from strength to strength. Referrals of serving prison officers have understandably decreased over the period of lockdown but are now increasing steadily again. Feedback from service users remains very positive with 100% reporting being very satisfied or satisfied with the service they received. We look forward along with our other colleagues at PRRT to working with NIPS in continuing to develop clinical treatment and training services into this new period.

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

As PSNI Occupational Health and Welfare Service (OHW) move through an expansion process of recruitment of new clinical staff service meetings are planned for later this year to discuss how PRRT can continue to support PSNI OHW in the provision of Psychological Therapies to the serving PSNI population and ensure retiring officers can make a smooth transition between treatment services.

Working with DoJ Partners

We continue to work closely with the Youth Justice Agency (YJA), FSNI and the Judiciary in providing clinical services for those staff members negatively impacted by their job role.

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Psychological Therapies Key Performance Measures 2019-20

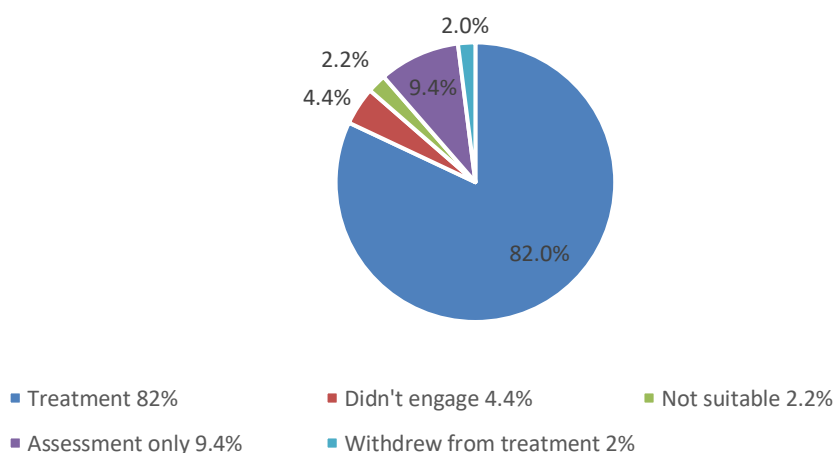
- During the 2020-2021 year the psychological therapies service assessed 154 new patients, a decrease in our usual referral rate impacted by COVID-19.
- Of 30 online completed satisfaction surveys, 100% of patients following treatment provided positive feedback with patients stating that they were “satisfied or very satisfied” with services.
- The team designed and carried out 3 specialist courses for the DoJ. This number was significantly less than planned due to the impact of COVID-19.

Status of Discharged Service Users

The graph below shows the status of all discharged patients for 2020-21. The data is presented in two separate pie charts to show both the status of service users discharged and the outcomes of those who entered and completed treatment. Service users can fall into the following statuses:

- *Withdrew from Treatment* - did so after completing their full assessment as for a range of reasons they became unavailable for treatment.
- *Did Not Engage* - would include those discharged due to poor attendance and engagement.
- *Not Suitable at Present* - would have required additional input to prepare them for readiness for treatment and so were invited to return in the future.
- *Assessment Only* – receive an initial assessment only and this was particularly high this year due to a number of referrals sent from PSNI OHW early in the year.
- *Treatment* – are patients who completed treatment and were allocated a health outcome.

Psychological Therapies Service User Status Outcomes (181)



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Of the 181 patients discharged, 148 have completed treatment sufficiently to be allocated a health outcome.

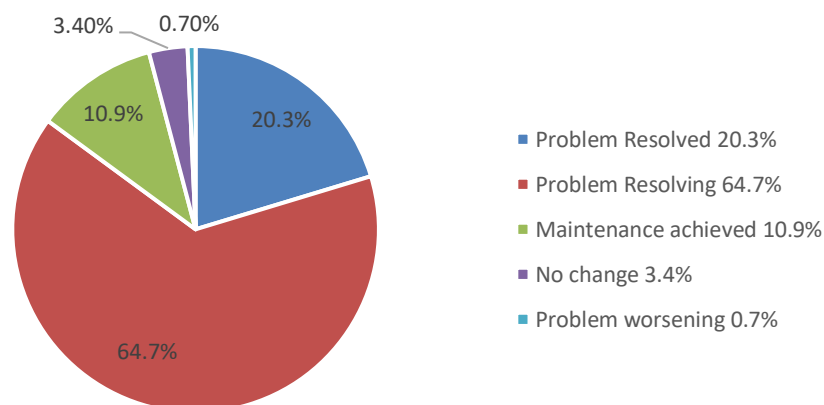
Health Outcomes following Treatment Completion 2020-21

At the end of completing a course of treatment, the treating clinician assigns each patient a global treatment outcome. The pie chart below shows of the patients who completed treatment 95% (148 patients) of these were classified as 'problem resolved/resolving' and 'maintenance achieved'.

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.
- **Maintenance achieved** – Stabilisation of presenting symptoms as treatment goal due to presenting condition.
- **No change** – No progress has been made in achieving treatment goals.
- **Problem worsening** – Patient's symptoms have increased.

Psychological Therapies Treatment Outcomes
(148 Patients)



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Physiotherapy Department

The Physiotherapy team continues to provide a high quality, evidence-based physiotherapy service to our clients in order to enable them to maintain and improve their health, wellbeing, physical function and quality of life. The COVID-19 pandemic has had a significant impact on how we could provide our service over the past year, we however adapted, in keeping with the government guidelines, to continue to provide the service for our clients in a safe and effective manner.

Clinical Service

The core business of the physiotherapy department continues to be one-to-one musculoskeletal (MSK) physiotherapy delivered through our team at Maryfield and through our regional associate practices. PRRT have a list of approved regional physiotherapy practices who deliver services at locations convenient to clients' homes. All practices meet the high standard we expect for our clients and the approved physiotherapists are all highly experienced to ensure our clients receive the highest standards of care regardless of where they attend.

The government restrictions on non-emergency healthcare, meant we were not able to provide face to face MSK physiotherapy appointments between April and June of 2020. However, we provided a telephone assessment and advice service throughout this time period. As government guidelines and professional advice changed, we adapted our procedures to ensure the safety of both clients and staff. Once safe systems and Personal Protective Equipment (PPE) were in place the option of face-to-face treatment was recommenced from 29th June 2020 for both our inhouse and regional service.

The impact of COVID-19 on our physiotherapy service has meant that all clients are assessed remotely as a first contact, COVID-19 screening is completed prior to all face-to-face interactions, enhanced infection control systems are in place and the use of PPE for staff and facemasks for clients. These changes in practice have had an implication on our capacity. Those clients who can effectively be managed remotely were and continue to be managed this way.

The COVID-19 restrictions have had an impact on the number of clients seeking physiotherapy, demand for our service has been in line with government restrictions and public confidence. The number of clients entering treatment was 487 this is a reduction of 44% compared with the cumulative figure of the same period in March 2020 (869), but is in keeping with the restrictions placed on close contact services by COVID-19. As such the targets in our business plan were adjusted to reflect this.

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As a physiotherapy team we endeavour to continue to engage with and update our client group through our website and social media platforms. We continue to provide articles for police publications.

Despite the challenges of the pandemic, as can be seen from the client satisfaction survey and health outcomes, the physiotherapy department continued to provide a high-quality effective service that has met the needs of our client group.

Group Exercise Classes

Due to COVID-19 restrictions Group exercises have not been able to run in 2020-21. Our group exercise classes of Tai Chi, Core Stability and Circuits will be recommenced when it is safe to do so.

DoJ Contracts

The physiotherapy department continues to provide physiotherapy support to the wider DoJ family providing treatment to PSNI staff, NIPS, the YJA and the NI Policing Board (NIPB).

Continuous Professional Development

The physiotherapy team continue to prioritise their Continued Professional Development, in order to provide a high quality and evidenced based service.

As courses transferred to online, team members completed relevant external courses in MSK physiotherapy, occupational health, training in Tai Chi and The Explain Pain course. They also utilised online forums of learning, completing relevant webinars, kept up to date with current research articles and engaged with professional bodies.

Service audit outcomes

The 2020-21 client satisfaction survey (121 completed surveys were received) revealed that:

- 99% of clients were very satisfied (94%) and satisfied (5%) with the service.
- 94% of clients reported that they had achieved moderate to great benefit from the treatment.

Examples of feedback from the survey are:

“What a great service delivered by professional staff”

“I cannot praise the service enough and the treatment I received”

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“A great service I was able to tap into and it is so appreciated as I was not in great shape before attending. Thank you for the great professional service”

“I found all the staff I came into contact with very helpful. PRRT is by far the best therapy giver, I have ever contacted”

“The treatment provided made a massive difference to my quality of life. From having severe constant back pain which was affecting my daily activities and sleep pattern, the treatment I received has reduced my pain to virtually nothing. I can now sleep properly, perform daily activities with no problem and engage in my hobbies of hillwalking and cycling with minimal discomfort. I really can't believe the difference this treatment made.”

“Absolutely brilliant service from start to finish”

“I have been really happy with the help offered by PRRT and I am really grateful for the expert service offered to me as a retired officer. As I get older, I am very aware that I am more likely to need their services in the future and it is very reassuring to know that there is help available at short notice when waiting times to see expert help seem to be growing longer. Many thanks for all the help received and the professional way the staff deal with their clients”

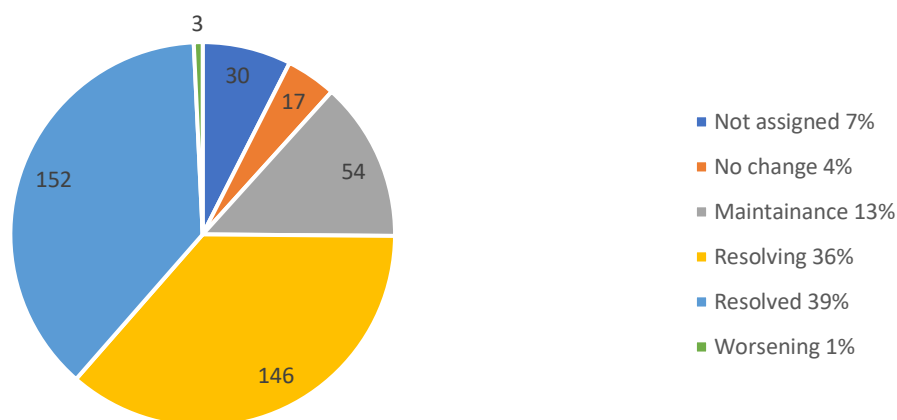
“I have been discharged from PRRT and feel it has helped enormously with my issues, I would have no hesitation recommending PRRT”

Physiotherapy Key Performance Measures – 2020-21

- An outcome target was set of 80% of clients' achieving the outcomes of Problem resolved, Problem resolving or Maintenance achieved. The actual figure achieved was 88%.
- Minimum targets of 400 clients entering 1:1 treatment was set (revised target due to COVID-19). The total new clients commencing 1:1 treatment was 487.
- The department had targeted to deliver 300 clinical treatment sessions per month from October 2020 to March 2021. The average sessions per month in this time period was 320.
- Specialist group programmes have not been able to be completed this year due to COVID-19 restrictions.
- Our target to offer assessments to all clients within two weeks of referral has been achieved throughout the year.

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Physiotherapy Outcomes (402 clients) 01-04-20 to 31-03-21



Healthcare Outcomes for 2020-21

At discharge each client is assigned an outcome from the list below. The outcomes for the 2020-21 year can be seen on the chart below.

- **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).

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Personal Development and Training

The retiring and retired policing population continue to benefit from the delivery of a high quality professional service focused on supporting clients in achieving a successful transition from policing to another role. The following client comment captures the uniqueness of the service.

'PRRT is an essential service to retired officers. The staff fully understand our needs and their assistance cannot be underestimated. When you leave the police service you are left to your own devices and PRRT fills the void between being a civilian and being a police officer – something that most of us only have done in our working lives.'

The 2020-21 year has proved to be a challenging one due to necessary restrictions and limitations implemented nationally to reduce the impact of COVID-19. PRRT, following the initial lock down, implemented new ways of working to facilitate our clients and to deliver the support required through this difficult period. Measures put in place impacted on staffing levels and access to PRRT. Adjustments to working practices enabled clients to receive coaching by telephone and video communication. Targets were adjusted to reflect the reduction in the overall number of clients accessing coaching and development sessions.

Unfortunately, all internal training courses were cancelled to reduce the risk to clients and staff. Throughout the year this situation was reviewed. Postponement and cancellation of courses across the training and education sectors resulted in reduced demand for financial assistance and applications for Training Support.

In the second half of the year there was a significant increase in demand for coaching with a total of 500 sessions attended from October 2020 to March 2021. This indicates a return to demand for support with planning for the future and transition to an active retirement.

Despite the challenges delivering the service in 2020-21 a client described it as

'A professional and relevant service.'

Career and Development Coaching

In response to a reduction in demand for coaching sessions and the cancellation of training courses the targeted number of sessions was reduced from 750 sessions to 435 sessions. The new target was exceeded with 546 sessions attended in 2020-21. From October 2020 to March 2021 there was a significant increase in the sessions delivered (500) in comparison to March 2020 to September 2020 (46); 84% of coaching sessions were delivered in the second part of the year. All coaching delivered in outreach locations was cancelled to minimise risk to clients and staff.

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Conducting coaching sessions by telephone and video communication has been beneficial and has resulted in a reduction in cancellations and no shows.

Engaging in development coaching enables clients to review the significance of their policing experience and expertise and to recognise transferable skills. A client described coaching as

‘an excellent resource and easy to access for retired officers.’

Clients express their concerns about the future and managing the transition, this is often compounded by complex needs, requiring holistic interventions and input from other PRRT services. The delivery of the service within a secure environment continues to be a key factor as the following comment illustrates

‘PRRT offer retired officers a fantastic service in a trustworthy environment that is not available elsewhere.’

Despite the impact of COVID-19 and a reduction in demand for coaching sessions 331 new clients attended coaching and development sessions, this exceeded the target of 280 as adjusted to take account of the impact of COVID-19. This represents a 24% reduction in new clients when compared to 2019-20.

An objective of the Coaching and Development Service is to support clients in feeling more confident about making a transition from policing to another role. 92% of clients completing a satisfaction survey agreed with this statement. 100% agreed that they were more positive about the future as a result of the coaching experience. One client stated the following;

‘I definitely feel more confident in my own ability.’

Quality Assurance: ‘Matrix’ Standard for Information, Advice and Guidance Services

In January of 2021 the ‘Matrix’ Assessor conducted a follow up and was reassured that the service continues to meet the standard a year on from an on-site audit.

Community Advice Service

Community Advice Newtownards and North Down due to COVID-19 restrictions and operating guidelines were unable to continue the delivery of this service at outreach locations. This was monitored throughout 2020-21 and with a relaxation in restrictions it may be viable to recommence this service in 2021-22.

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Training

To support a transition to another role from policing, PRRT clients require new skills, training and qualifications to remain active in retirement. The service provides in-house training and financial assistance towards the cost of courses to support clients in achieving their goals.

All PRRT courses were cancelled from April 2020 onwards to comply with restrictions and to minimise any risks to our clients and staff. Plans were in place to deliver the popular Skills and CV course, an Introduction to Coaching course and the L3 Award in Education Training. Our department is currently developing an online module based on the content of the popular Skills and CV course.

The service provides financial assistance, Training Support, towards the cost of courses provided by training and education establishments. The target for 2020-21 was adjusted to 100 clients, in the previous year the target was 200. The target was adjusted to take account of course cancellations at PRRT and training and education providers. From April 2020 to the end of March 2021 a total of 100 clients completed courses and/or acquired qualifications. This is a significant drop when compared to the 2019-20 year when 319 clients were recorded as achieving a course or qualification. However, this figure includes clients taking courses at PRRT. This is indicative of the impact of COVID-19 on availability of training and education opportunities in 2020-21.

Training and Education Outcomes

A client stated that

'getting financial assistance towards the cost of training is a motivational factor in applying for courses and improving my employability.'

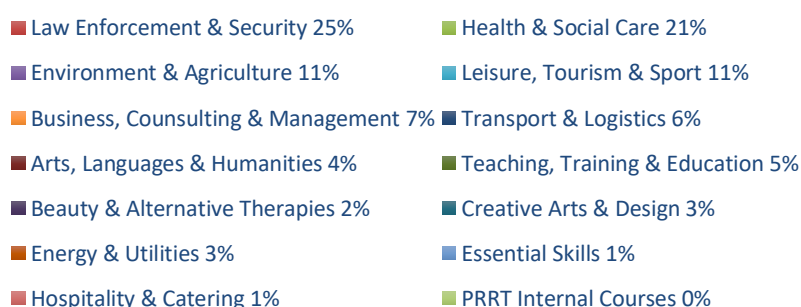
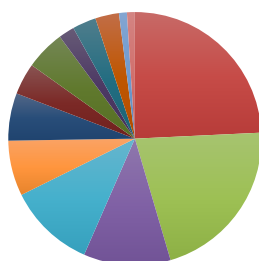
Another commented that they had

'completed a course thanks to PRRT.'

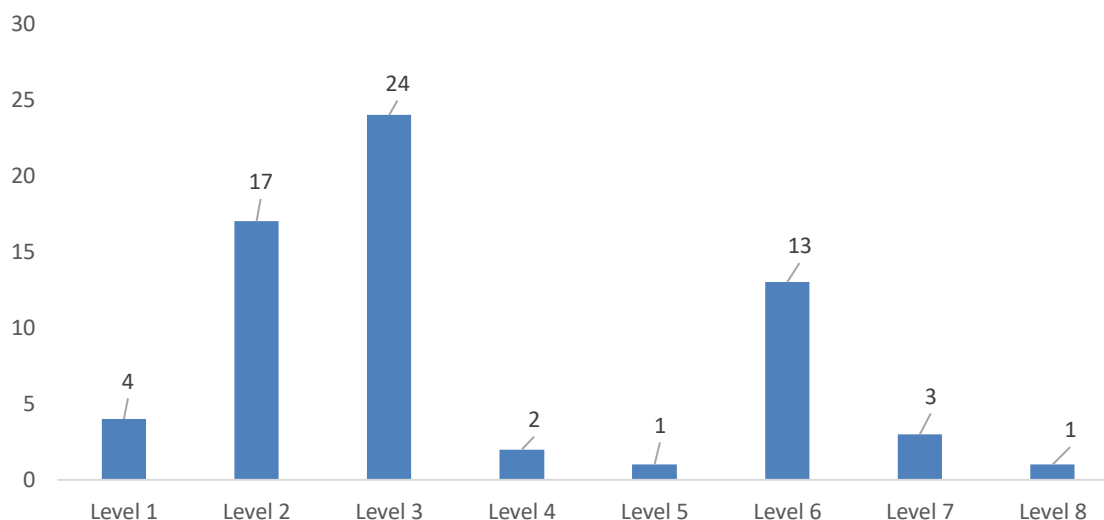
Clients pursue training and qualifications across a range of sectors, this is illustrated in the chart below. The graph illustrates the number and level of qualifications achieved from April 2020 to end of March 2021.

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Qualifications and Training Completed by Sector April 2020 - March 2021



Level of Qualifications Gained April 2020 - March 2021



Personal Development and Training Key Performance Measures – 2020 – 21

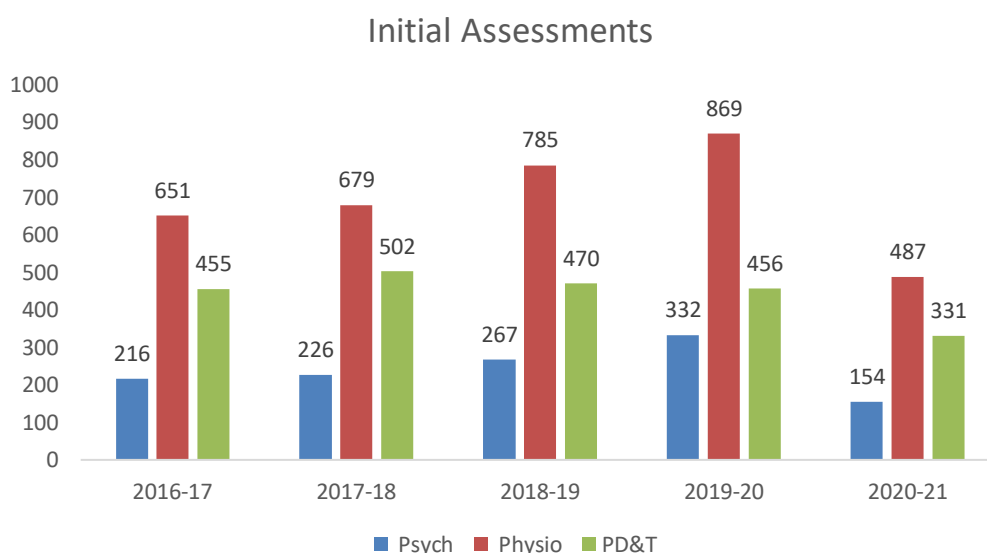
- Targets were set to deliver one to one career and personal development coaching sessions to a minimum of 280 new clients. The actual number of new clients was 331 (2019-20: 436);
- PD&T planned to deliver a minimum of 435 coaching sessions/contacts, actual delivery was 546 (2019-20: 701);

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- Support a minimum of 100 clients in the attainment of skills and qualifications, actual number 100 (2019-20: 319);
- Targets were set to maintain a waiting time for new clients requiring development coaching sessions to a maximum of 14 days from contact, this was achieved; and
- Achieve a minimum of 90% client satisfaction rate with experience of career and personal development coaching, -100% very satisfied.

Client Throughput by Department: 2016-17 to 2020-21

These figures are based on initial assessments in 1:1 sessions per year.

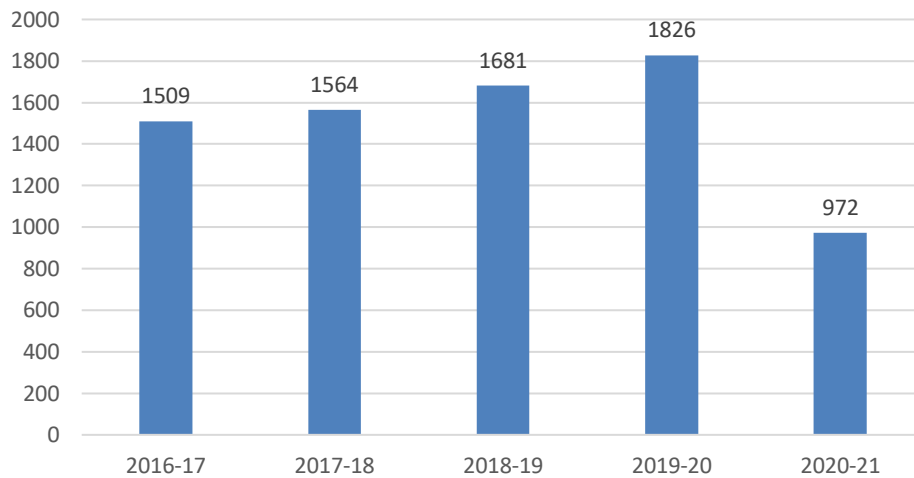


Performance Summary: All clients

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 2020-21. Client numbers in total decreased by 47% (2019-20: +9%). This does not include those who are attending training courses.

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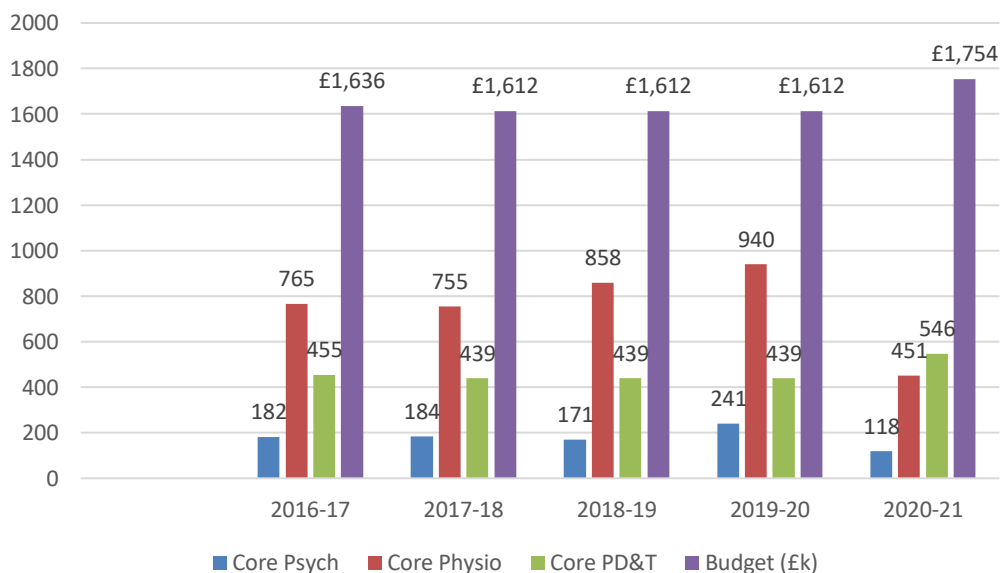
Total clients



Client numbers

The chart below illustrates the numbers of core clients accessing our services over the past 4 years. The decrease in the number of core clients is reflective of the current COVID –19 pandemic. As the Covid-19 regulations relax we believe that there will be an increase in the number of clients in the 2021-22 financial year.

Core Clients V Budget



As the individual department's outcome and performance data have shown, we are continuing to achieve results for our core clients, despite the constraints of budget and

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the COVID-19 pandemic. 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 is kept to a minimum.

Capital of £92k was spent, the main areas of spend were updating our perimeter security gates, office and corridor lighting and IT equipment.

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Financial Performance

Financial Position at the Year End

PRRT maintained a healthy financial position at the year end. Sufficient funding is in place to support all expected activities in the coming year.

During the year, an additional £92k was invested in fixed assets to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations for 2020-21 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 2020-21 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 support and fund PRRT on a continuous basis. PRRT are currently researching potential demand for their services to be used on a wider basis across the DoJ. While the public sector currently operates on a one-year recurring budget, it is not ideal for longer term planning. We are, however, confident that the DoJ's funding support will continue as PRRT explore further opportunities for its specialised services. DoJ has demonstrated its commitment to PRRT by recruiting and appointing a new Board in 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 for all of its service provision. Each area of responsibility monitors performance and reports regularly to the 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 18-34); the main corporate deliveries are detailed in the following pages.

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Key Performance Indicators

Finance

- The target for producing month end management accounts was within 5 working days; this target was achieved on 12 out of 12 occasions.
- Annual accounts, annual report and audit working files were produced within the targets set.
- Payroll is completed within set deadlines each month.
- 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 10 days on average taken to pay suppliers.
- Outturn expenditure is within budget.

Human Resources

- Review HR and implement strategy in accordance with targets set.
- To achieve:
 - 1.25% or less short-term absence rate, actual 0.54%
 - 2.75% or less long-term absence rate, actual 7.02%
 - 4% or less overall absence rate, actual 7.57%
- Work ongoing for the implementation of the PRRT Equality Scheme and Disability Action Plan, targets set have been met with reports being submitted to the Equality Commission, training under taken and client feedback monitored. Accessibility Audit was also completed Early 2021.

Corporate Services

- A review of the IT risk management and accreditation documentation, systems and procedures were completed successfully up to 30 April 2022.
- Annual IT Health Check completed on 6 November 2020.
- 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 benefited from PRRT services over the year. The NIPS programme is 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 and services are available.

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- PRRT social media awareness continues to attract new followers. During this year the original PRRT Facebook page was closed and a new Facebook page was set up in June 2020 which has now reached 96 (2019: 123) followers and Twitter 335 (2019: 249). This is an increase of 35% compared against March 2020 for Twitter. PRRT is also using LinkedIn where it currently has 246 followers.
- There were no data breaches during this period.
- PRRT continue to fully implemented the General Data Protection Regulations and the Data Protection Act 2018.

Principal Risks and Uncertainties

PRRT is block funded by DoJ on an annualised basis. This creates a financial risk for PRRT as it restricts short to medium term strategic planning. This is the second consecutive year that PRRT has received a budget allocation of £1,754k. 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 for our staff. The combination of a static budget and increasing costs will inevitably lead to pressure on the delivery of services.

Budget and Resources

Budgeting Framework

The DoF is responsible for management of the NI Executive Budget process in line with a budgetary framework set by Treasury.

The total amount a department spends is referred to as the Total Managed Expenditure (TME); which is split into:

- Annually Managed Expenditure (AME)
- Departmental Expenditure Limit (DEL)

Treasury, and in turn DoF, do not set firm AME budgets. They are volatile or demanded in a way that departments cannot control. The Department monitors AME forecasts closely and this facilitates reporting to DoF, who in turn report to Treasury.

As DEL budgets are understood and controllable, Treasury sets firm limits for DEL budgets for Whitehall departments and Devolved Administrations at each Spending Review. The NI Executive, based on advice from the Finance Minister, will in turn agree a local Budget that will set DEL controls for Executive departments.

DEL budgets are classified into resource and capital.

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- Resource budgets are further split into non-ringfenced resource that pays for programme delivery and departmental running costs, and separately ringfenced resource that covers non-cash charges for depreciation and impairment of assets.
- Capital DEL is split into 'financial transactions' for loans given or shares purchased and 'general capital' for spending on all other assets or investments.

The information contained within budgetary controls does not currently read directly to financial information presented in Financial Statements due to a number of misalignments. It is intended that the Executive's Review of Financial Process will help address these differences and improve transparency.

Further detail on the Budgeting Framework can be found in the Consolidated Budgeting Guidance published by Treasury.

<https://www.gov.uk/government/publications/consolidated-budgeting-guidance-2021-to-2022>.

2020-21 Budget Position

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

The Assembly passed the Budget Act (Northern Ireland) 2021 in March 2021 which authorised the cash and use of resources for all departments for the 2020-21 year, based on the Executive's final expenditure plans for the year. The Budget Act (Northern Ireland) 2021 also authorised a Vote on Account to authorise departments' access to cash and use of resources for the early months of the 2021-22 financial year. This will be followed by the 2021-22 Main Estimates and the associated Budget (No. 2) Bill before the summer recess which will authorise the cash and resource balance to complete for the remainder of 2021-22 based on the Executive's 2021-22 Final Budget"

Future Development

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

During 2020-21 PRRT has worked with a number of organisations within the DoJ family.

- NIPS - providing psychological therapies and physiotherapy to serving prison offices.
- PSNI - providing physiotherapy to serving officers.

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- YJA, FSNI, Northern Ireland Policing Board and the Courts Service - providing psychological therapies or physiotherapy for staff.

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 2020-21 PRRT received 0 complaints (2019-20: 1).

Prompt Payment Practice

PRRT is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code and Government accounting rules. Unless otherwise stated in the contract, payment is made no later than 10 working days from the presentation of a valid invoice or similar demand which has been appropriately authorised for payment. If invoices are not appropriately approved payment may be slightly delayed. During 2020-21, 66% (2019-20: 53%) of invoices were paid within 10 days and 97% (2019-20: 97%) were paid within 30 days, the average number of days to pay all invoices was 10 days (2019-20: 11 days).

Sustainability and Environmental Matters

PRRT ensures 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. In 2020-21, PRRT has halved what is sent to landfill. Where possible, we use energy efficient motion detecting LED lighting which saves electricity.

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. During Christmas 2020 staff collected food for its local food bank. PRRT nominates a charity each year and have fund raising events for the nominated charity.

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Respect for Human Rights

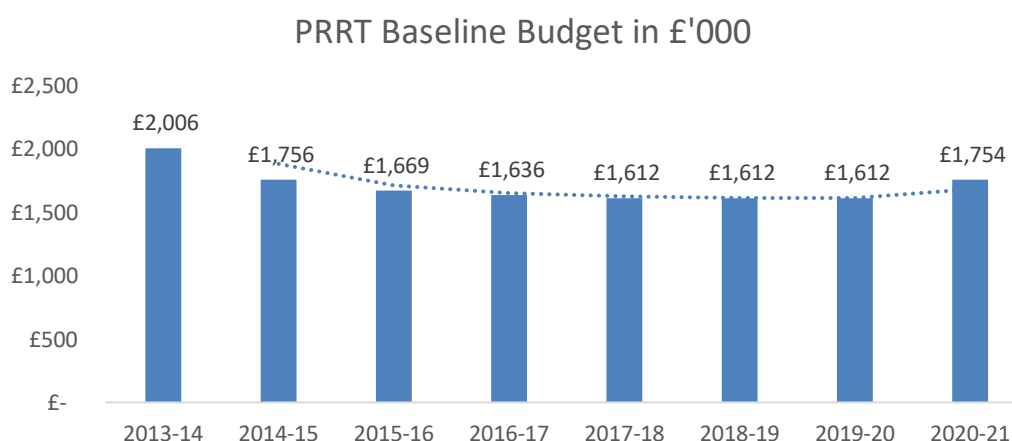
PRRT follows all guidelines set down and ensures staff undertake any necessary training.

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. PRRT introduced a requirement that staff complete a Statement of Compliance annually confirming that they have complied with the policy.

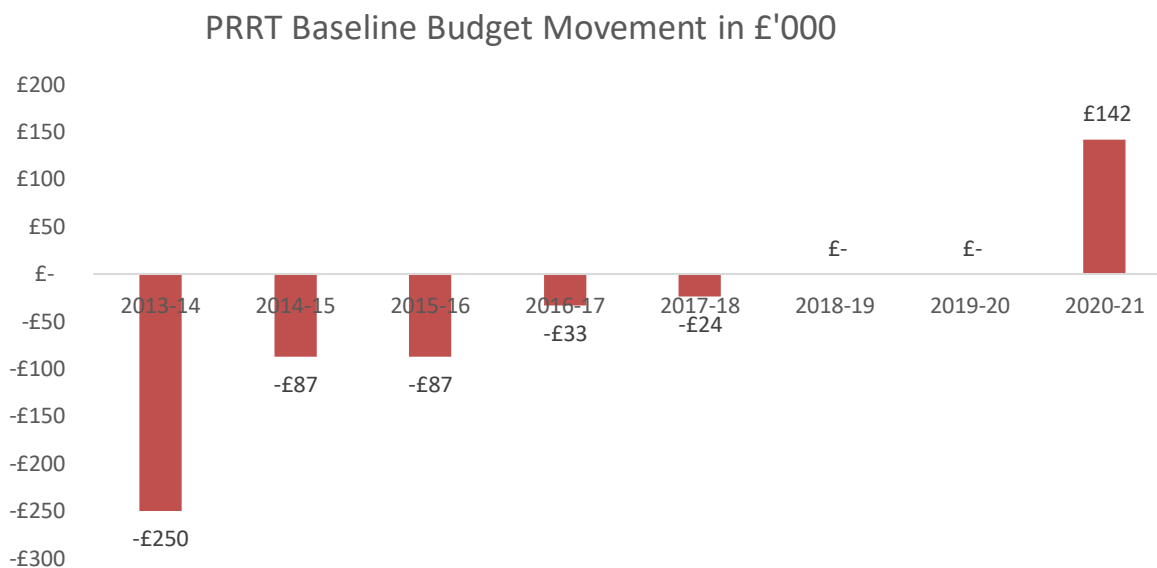
Long term expenditure trends

Baseline Budget for the period 2013 to 2021: Over the period of 2013-14 to 2019-20, PRRT endured a budget cut of £394k (20%). However, in 2020-21 PRRT received additional budget of £142k to meet pressures that had previously been identified. This additional funding was allocated to cover core pay pressures, pay pressures due to reduced project work, associates and training support. Of the £142k allocated £71k went to cover core pay pressures with no increase in the staffing levels. Going forward, the budget for 2021-22 has remained static at £1,754k. This will lead to pressures within the pay budget as there is no funding for the pay awards that staff are due.



Budget Movements for the period 2013 to 2021: Between 2013-14 and 2019-20, PRRT's budget dropped from a baseline of £2,006k to £1,612k, a budget reduction of 19.6%. In 2020-21 the Budget was increased by £142k which was an increase of 8.8% from 2019-20.

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The past 7 years have seen a period of change which has resulted in a relatively unstable time for PRRT and its staff. Planning for the future has been overtaken by managing budgets on a year on year basis, resulting in the need for constant restructuring.

The core demand for PRRT services has been steady and indeed increasing over the past number of years. Psychological and Physiotherapy service demands have increased year on year with a 40% and 10% increase respectively from 2018-19 to 2019-20, while Personal Development demands show no sign of reducing. COVID-19 Restrictions have led to a reduction in foot fall during 2020-21 with no clients being seen during the first few months. A blended approach to service delivery has been implemented so clients can be seen both on-site and in a digital environment. PRRT anticipate that the level of demand will remain or increase for the foreseeable once COVID-19 restrictions have been lifted.

The PRRT budget for 2021-22 remains the same as 2020-21, however, anticipated increase in costs in the areas of staff salaries, suppliers and other service costs together with the impact of COVID-19 on contract income, will undoubtedly create more pressure on its 2021-22 budget.

The UK withdrawal from the European Union (EU) has had minimal impact on PRRT, as there was no reduction in income generation and no identifiable increase in costs.

Both at Board and Executive level, PRRT continue to liaise with DoJ in order to facilitate a better understanding of how their Key Objectives can be most effectively and efficiently delivered.

Financial impact of COVID-19: Throughout the financial year 2020-21, additional bids were made to the DoJ in the monitoring rounds to cover COVID-19 related projects.

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June Monitoring Round: Under Government guidance, PRRT could not facilitate face-to-face client services due to social distancing guidance. Capital Bid of £65K was requested to enable PRRT staff to deliver client services remotely from home via telephone or Skype. This funding was also used to upgrade the video conferencing capabilities on site which have been used regularly.

October Monitoring Round: £16.5K was allocated to fund a 'restart' initiative which allowed 10 non urgent clients, who were on the Psychology waiting list prior to lockdown on the 23rd March, to engage in services. Prior to this, the emphasis had been on the urgent clients which meant that there was no capacity to take non urgent clients.

Over the course of 2020-21, additional funding has also been spent on Personal Protective Equipment and office screens for the clinicians to a total cost of £11K which was funded from underspends in PRRT Budget.

The additional funding that PRRT had sought under COVID-19 expenditure was vital to maintain all of the three primary client facing services within the organisation. Undoubtedly, when the first lockdown measures arose in March 2020 it had an immediate impact upon PRRT's service delivery model, and therefore emphasis was placed on quickly adapting services for the benefit of clients and staff. The implementation of new technology and a blended approach of treatment and support services had a significant and positive tangible impact for PRRT to maintain its service. In addition, the acquisition of PPE to safeguard both clients and staff was important as it provided an element of reassurance and security for those operating within the Maryfield complex.



Dr Norry Mc Bride
Chief Executive & Accounting Officer

Date: 14 June 2021

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Accountability Report

Corporate Governance Report

PRRT works within a Corporate Governance framework to ensure accountability and to deliver the organisation's 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:

Ms Michele Larmour (Chair)
Ms Carol Ackah
Mr Oliver Wilkinson
Ms Bernie McCrory
Mr Mark Lindsay
Mr Liam Kelly
Chief Superintendent Mr Ryan Henderson

Re-appointment and retirement of Directors

All Board appointments in place at 31 March 2021 were made in line with the Commissioner for Public Appointments for Northern Ireland's Code of Practice and are 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 by request.

Related Party Transactions

These are detailed out in Note 13 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

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 at that time to ensure that we were compliant with the legislation and we continue to review these policies and further develop procedures. A data protection officer is in place, within PRRT. There were no data breaches during the year (2019-20: 0).

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Accounting Officer's Responsibilities

Under paragraph 9 of statutory regulations, 2014 No. 163 – Police, DoJ has directed the PRRT to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. 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 income and expenditure, Statement of Financial Position and cashflows 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;
- prepare the financial statements on a going concern basis; and
- 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 Ireland published by the DoF.

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 ought 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.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that PRRT's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

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 2021 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 SMT and the Audit and Risk Committee.

THE POLICE REHABILITATION AND RETRAINING TRUST

The Board

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

The Chair 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
Michele Larmour	8	7	88%			
Oliver Wilkinson	8	8	100%	4	3	75%
Carol Ackah	8	8	100%	4	4	100%
Bernie McCrory	8	8	100%	4	4	100%
Mark Lindsay	8	8	100%	4	4	100%
Liam Kelly	8	6	75%			
Ryan Henderson	8	7	88%	4	3	75%

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. 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 in 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

The Senior Management Team (SMT)

The SMT provides quality assurance and oversight for the delivery of PRRT services. In addition, the SMT are principally responsible for promoting and delivering the key services within the organisation in order to meet the Business Plan's objectives each year. The SMT reports on these targets formally on a monthly basis to the CEO and these are subsequently referred on to PRRT's Board.

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 Chair, 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 four 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. DoF provided the Internal Audit Service for PRRT for the year ended 31 March 2021.

THE POLICE REHABILITATION AND RETRAINING TRUST

External Audit

The External Auditor of PRRT for 2020-21 is the Comptroller and Auditor General of the Northern Ireland Audit Officer (NIAO). They undertook an audit of the financial statements of PRRT and provide a Certificate for inclusion in the Annual Report and Accounts. The External Auditor also provides a Report to those Charged with Governance on an annual basis which makes recommendations where matters have come to the attention of the External Auditor during the course of their audit.

Sponsor Branch (DoJ)

PRRT operates under a Management Statement / Financial Memorandum (MSFM) with the DoJ. The MSFM sets out the broad framework within which PRRT operates. As part of the sponsorship arrangements, I meet 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 DoJ 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 2021-22, 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;

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- 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.

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 DoJ Internal Auditors and other review agencies of the system of internal control.

The Internal Audit review for 2020-21 provided the following assurance levels for the areas audited:

Area	Level of Assurance
GDPR Compliance	Satisfactory
Procurement and Contract Management	Satisfactory

The overall opinion issued by the Internal Auditors was "Satisfactory" and the report concluded that *"Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of systems"*.

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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).

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. The annual IT Health Check was completed on 6 November 2020 and the remediation action plan sent to DoJ Accreditation Board on 16 December 2020.

The 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 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.

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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 2020-21 have been audited by the Northern Ireland Audit Office.

The audit of the financial statements for 2020-21 resulted in an audit fee which is estimated at £13.6K and is included in the other expenditure in the Statement of Comprehensive Net Expenditure. During the year the auditors did not provide any non-audit services.

Disclosure of Audit Information

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

Accounting Officer Statement on Assurance

In providing my statement on assurance I, 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.



Dr Norry McBride
Chief Executive & Accounting Officer
Date: 14 June 2021

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.

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 follows nationally negotiated pay agreements.

The following pay remits have all been submitted and have not yet been approved: CEO (NICS) for 2018-19 and 2019-20, NJC for 2019-20 and 2020-21 and also the NHS Staff pay remit for 2019-20.

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
- the appropriate sections of PRRT MSFM.

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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 and any severance or ex gratia payments. 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

	2020-21		2019-20	
Officials – Paid Non-Executive Directors	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Ms M Larmour – Chair	5-10	-	5-10	-
Mr O Wilkinson - Director	0-5	-	0-5	-
Dr C Ackah – Director	0-5	-	0-5	-
Ms B McCrory - Director	0-5	-	0-5	-
Mr M Lindsay - Director	-	-	-	-
Mr L Kelly - Director	-	-	-	-
Mr R Henderson – Director	-	-	-	-

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The below salary disclosures are the rates paid in the year but are for actual hours worked in post. All Senior Managers, with the exception of the Chief Executive, work less hours than the standard 35 hour week.

Pay Multiples – AUDITED INFORMATION

	2020-21		2019-20	
Officials – Senior Management Staff	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Mr E Gaw – Retired Chief Executive (Retired August 2020)	25-30 (60-65 full year equivalent)	-	60-65	-
Mrs M McGibbon – Interim Chief Executive (July 2020-January 2021)	30-35 (55-60 full year equivalent)	-	-	-
Mr N McBride – CEO (December 2020 onwards)	15-20 (60-65 full year equivalent)	-	-	-
Dr A Black – Head of Psychological Therapies Department	55-60 (70-75 full year equivalent)	-	55-60	-
Ms M McGibbon – Head of Physiotherapy Department (Promoted to CEO in July 2020)	10-15 (45-50 full year equivalent)	-	45-50	-
Ms H Moore- Head of Physiotherapy Department (July 2020 onwards)	35-40 (50-55 full year equivalent)	-	-	-
Ms S Herdman – Head of Personal Development & Training	35-40	-	35-40	-
Ms U Buchanan – Head of Finance & Shared Services (In post until July 2019)	-	-	15-20 (35-40 full year equivalent)	-
Ms J Hood – Head of Finance & Shared Services (November 2019-January 2021)	35-40 (45-50 full year equivalent)	-	20-25 (40-45 full year equivalent)	-
Ms K Connor – Head of Finance & Shared Services (December 2020 onwards)	15-20 (45-50 full year equivalent)	-	-	-

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 2020-21 was £70,000- £75,000 (2019-20: £60,000- £65,000). This was 2.23 times (2019-20: 1.95) the median remuneration of the workforce, which was £32,500 (2019-20: £32,500). In 2020-21, 0 (2019-20: 0) employee received

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remuneration in excess of the highest paid official. Remuneration ranged from £8,000 to £70,206 (2019-20: £6,000 to £65,000).

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.

No exit packages were paid during the 2020-21 year.

Pensions of Senior Management – AUDITED INFORMATION

Officials	Accrued pension at age 60 as at 31/3/21 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/21	CETV at 31/3/21	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £100
Mr E Gaw – Retired Chief Executive (Retired August 2020)	-	-	-	-	-	£4,700
Mrs M McGibbon – Interim Chief Executive (July 2020-January 2021)	-	-	-	-	-	£5,100
Mr N McBride – CEO (December 2020 onwards)	-	-	-	-	-	£2,900
Dr A Black – Head of Psychological Therapies Department	-	-	-	-	-	£3,500
Ms M McGibbon – Head of Physiotherapy Department	-	-	-	-	-	£1,000
Ms H Moore- Head of Physiotherapy Department (July 2020 onwards)	-	-	-	-	-	£2,400
Ms S Herdman – Head of Personal Development & Training	-	-	-	-	-	£2,400
Ms J Hood – Head of Finance & Shared Services (April 2020-January 2021)	-	-	-	-	-	£2,700

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Ms K Connor – Head of Finance & Shared Services (December 2020 onwards)	-	-	-	-	-	£900
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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 also make personal contributions.

Off-payroll Payments - PRRT made no off-payroll payments during the year.

Staff Report – AUDITED INFORMATION

The staff breakdown for PRRT at 31 March 2021 analysed by category was as follows:

	2020-21	2019-20
Physiotherapy	5	6
Psychology	8	9
Services Administration	5	5
Personal Development & Training	4	3
Management and admin	4	4
Corporate Services	3	2
Finance	3	3
Housekeeping	3	3
Chief Executive Office	1	1
TOTAL	36	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. 3 staff left during 2020-21 which is a turnover percentage of 8%.

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 43 (2019-20: 46). The majority of staff were considered to be permanently employed at the year end.

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The aggregate payroll costs of the above were:

	Permanently employed staff	Other - Agency staff	2020-21 £ Total	2019-20 £ Total
Wages and salaries	1,083,374	21,609	1,104,983	1,135,750
Social Security costs	100,020	-	100,020	89,397
Other Pension costs	69,188	-	69,188	64,355
	1,252,582	21,609	1,274,191	1,289,502

Directors' Remuneration – AUDITED INFORMATION

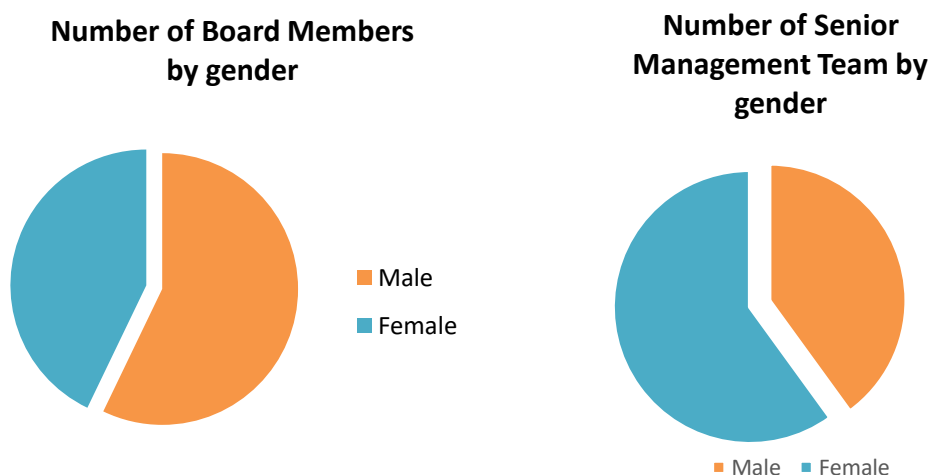
The Directors' aggregate remuneration in respect of qualifying services was:

	2020-21 £	2019-20 £
Remuneration receivable	<u>25,000</u>	<u>21,909</u>

Staff Composition – AUDITED INFORMATION

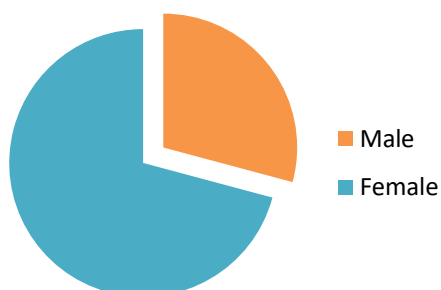
The key resource within PRRT is the staff it employs. Expenditure on staffing represents the largest area of spend by PRRT. Expenditure on staff during the year was £1,274k (2019-20: £1,290k). Full time equivalent staff numbers at 31 March remained stable over the year at 28.

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

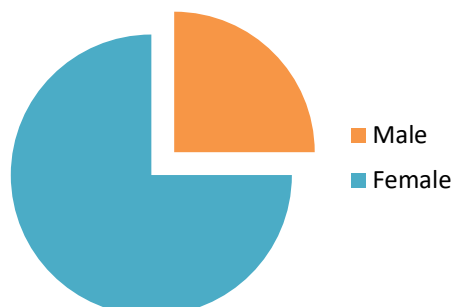


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**Number of PRRT Staff
(excluding Directors and
SMT) by gender**

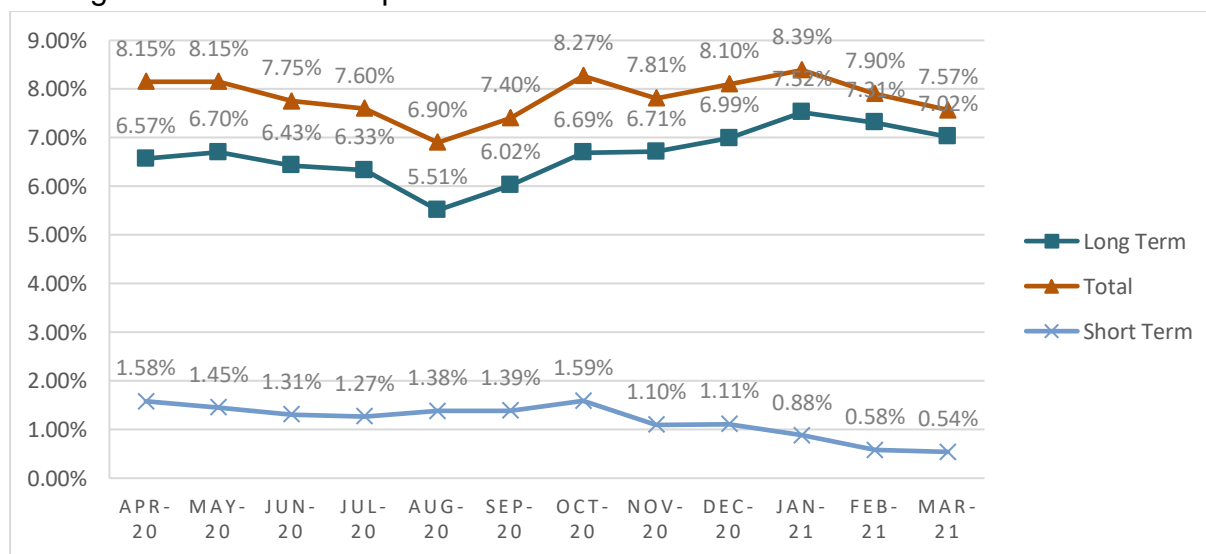


**Breakdown of Staff on PRRT
Payroll**



Absence Data

Rolling 12 Month Period April 2020 – March 2021



PRRT's long-term absence figure is 7.02% (2020: 6.40%), PRRT target is 2.75%. The statistic is higher than last year due to number of serious factors affecting staff. This increased level of long-term absence has, in turn, impacted on PRRT's overall sickness absence percentage, bringing it to 7.57% (2020: 8.09%) (against a target of 4% for the 2020-21 financial year).

PRRT short term absence is 0.54% (2020: 1.69%) over the course of the year and this falls below our target of 1.25%.

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

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

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

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.

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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 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.

Accountability and Audit Report

Accountability Disclosure Notes

Losses and special payments - AUDITED INFORMATION

There were no losses or special payments required for disclosure in 2020-21 and 2019-20.

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	38,151	38,312	(161)

The information provided above is for fees and charges purposes

THE POLICE REHABILITATION AND RETRAINING TRUST

Remote Contingent Liabilities

There were no contingent liabilities requiring disclosure. There are no significant remote contingent liabilities during 2020-21 that require disclosure.



Dr Norry McBride
Chief Executive & Accounting Office
Date: 14 June 2021

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 for the year ended 31 March 2021 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. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards as adopted by the European Union and interpreted by the Government Financial Reporting Manual.

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 the Police Rehabilitation and Retraining Trust's affairs as at 31 March 2021 and of the Police Rehabilitation and Retraining Trust'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 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 for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law 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 the Police Rehabilitation and Retraining Trust in accordance with the ethical requirements of the Financial Reporting Council's Revised

THE POLICE REHABILITATION AND RETRAINING TRUST

Ethical Standard 2019, 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.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Police Rehabilitation and Retraining Trust's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Police Rehabilitation and Retraining Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Police Rehabilitation and Retraining Trust is adopted in consideration of the requirements set out in the Government Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Board and the Accounting Officer with respect to going concern are described in the relevant sections of this report.

Other Information

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

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 I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

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

Matters on which I report by exception

In the light of the knowledge and understanding of the Police Rehabilitation and Retraining Trust and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report. 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
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; 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.

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 in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- assessing the Police Rehabilitation and Retraining Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Police

THE POLICE REHABILITATION AND RETRAINING TRUST

Rehabilitation and Retraining Trust will not continue to be provided in the future.

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 reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Police Rehabilitation and Retraining Trust through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014;
- making enquires of management and those charged with governance on the Police Rehabilitation and Retraining Trust's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Police Rehabilitation and Retraining Trust's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;

THE POLICE REHABILITATION AND RETRAINING TRUST

- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate, testing of journal entries, discussing regularity with management, and reading internal audit reports; and,
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.


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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Report

I have no observations to make on these financial statements.



K J Donnelly

Comptroller and Auditor General
Northern Ireland Audit Office
1 Bradford Court
Upper Galwally
BELFAST
BT8 6RB

21 June 2021

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2021

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Comprehensive Net Expenditure

Year ended 31 March 2021

This account summarises the expenditure and income generated and consumed on an accrual 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 recognised as income or expenditure.

	Note	2020-21 £	2019-20 £
Income			
Other operating income	2	<u>(97,678)</u>	<u>(202,035)</u>
Total operating income		<u>(97,678)</u>	<u>(202,035)</u>
Staff costs	3	1,274,191	1,289,502
Depreciation and impairment charges	5	58,553	192,425
Other operating expenditure	4	<u>557,448</u>	<u>624,345</u>
Total operating expenditure		<u>1,890,192</u>	<u>2,106,272</u>
Net expenditure		<u>1,792,514</u>	<u>1,904,237</u>
Total comprehensive net expenditure		<u>1,792,514</u>	<u>1,904,237</u>

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

The notes on pages 73 to 81 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Financial Position

Year ended 31 March 2021

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	2021 £	2020 £
Non-current assets:			
Property, plant and equipment	7	158,879	125,340
Total non-current assets		<u>158,879</u>	<u>125,340</u>
Current assets:			
Trade and other receivables	8	80,695	82,475
Cash and cash equivalents	9	<u>48,419</u>	<u>47,085</u>
Total current assets		<u>129,114</u>	<u>129,560</u>
Total assets		<u>287,993</u>	<u>254,900</u>
Current liabilities:			
Trade and other payables	10	<u>(341,325)</u>	<u>(395,718)</u>
Total current liabilities		<u>(341,325)</u>	<u>(395,718)</u>
Total assets less current liabilities		<u>(53,332)</u>	<u>(140,818)</u>
Total assets less liabilities		<u>(53,332)</u>	<u>(140,818)</u>
Taxpayers' equity			
General reserve		<u>(53,332)</u>	<u>(140,818)</u>
		<u>(53,332)</u>	<u>(140,818)</u>

The Financial Statements on pages 69 to 72 have been approved by the Board and were signed on 14 June 2021 on its behalf by:



Dr Norry McBride
Chief Executive

The notes on pages 73 to 81 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

Year ended 31 March 2021

The Statement of Cash Flows shows the changes in cash and cash equivalents of PRRT during the reporting period. The statement shows 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	2020-21 £	2019-20 £
Cash Flows from operating activities			
Net operating expenditure		(1,792,514)	(1,904,237)
Adjustment for non-cash transactions	5	58,553	192,425
Decrease/(Increase) in trade and other receivables	8	1,780	(1,111)
(Decrease)/Increase in trade and other payables	10	(54,393)	120,594
Net cash outflow from operating activities		(1,786,574)	(1,592,329)
Cash flows from investing activities			
Purchase of property and equipment	7	(92,092)	(81,849)
Net cash outflow from investing activities		(92,092)	(81,849)
Cash flows from financing activities			
Grants from sponsoring branch		1,880,000	1,685,000
Net financing		1,880,000	1,685,000
Net increase in cash and cash equivalents in the period		1,334	10,822
Cash and cash equivalents at beginning of the period	9	47,085	36,263
Cash and cash equivalents at the end of the period	9	48,419	47,085

The notes on pages 73 to 81 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Changes in Taxpayers' Equity
Year ended 31 March 2021

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

	SoCNE Reserve £	Total Taxpayers' Equity £
Balance at 1 April 2019	<u>78,419</u>	<u>78,419</u>
Changes in Taxpayers' Equity 2019-20		
Grants from Sponsoring Entity	1,685,000	1,685,000
Comprehensive Expenditure for the year	(1,894,237)	(1,894,237)
Auditors' Remuneration	(10,000)	(10,000)
Balance at 31 March 2020	<u>(140,818)</u>	<u>(140,818)</u>
Changes in Taxpayers' Equity 2020-21		
Grants from Sponsoring Entity	1,880,000	1,880,000
Comprehensive Expenditure for the year	(1,778,914)	(1,784,134)
Auditors' Remuneration	(13,600)	(13,600)
Balance at 31 March 2021	<u>(53,332)</u>	<u>(58,552)</u>

The notes on pages 73 to 81 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

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 2020-21 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 2020 but which have not been adopted early. IFRS 16: Leases replaces IFRS 17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirements of the FReM, IFRS 16 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022.

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 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

Management has discussed its critical accounting estimates and associated disclosures with the Trust's Audit Committee.

Income

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

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost 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	- 7 Years	Straight line
Plant and Machinery	- 4 years	Straight line
Fixtures and Fittings	- 5 years	Straight line
Computer Equipment	- 3 years	Straight line

Depreciation on additions is calculated and charged from the month of addition.

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.

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 employer pension contributions are currently under review.

Taxation

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

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

	2020-21	2019-20
	£	£
Catering and room hire income	-	397
Healthcare income	38,547	110,995
Miscellaneous income	18,954	21,599
Service charges	40,177	46,547
Training income	-	22,497
	<u>97,678</u>	<u>202,035</u>
Contracts with Customers	96,810	199,643
Other Operating Income	868	2,392
	<u>97,678</u>	<u>202,035</u>

3. Staff Costs

	2020-21	2020-21	2020-21	2019-20
	£	£	£	£
	Permanently employed Staff	Other - agency staff	Total	Total
Wages and salaries	1,083,374	21,609	1,104,983	1,135,750
Social security costs	100,020	-	100,020	89,397
Other pension costs	69,188	-	69,188	64,355
	<u>1,252,582</u>	<u>21,609</u>	<u>1,274,191</u>	<u>1,289,502</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 2021

4. Other Operating Costs

	2020-21	2019-20
	£	£
Psychological therapies	6,508	14,457
Physiotherapy	67,212	114,194
Personal development & training	37,141	68,543
Rehabilitation support	2,451	3,517
Projects	15,205	38,996
Establishment costs	269,576	250,822
Information technology	68,574	30,467
Finance charges	143	475
Running costs	90,638	102,874
	<u>557,448</u>	<u>624,345</u>

5. Net Expenditure

Net expenditure is stated after charging:

	2020-21	2019-20
	£	£
Non-Cash Items:		
Depreciation of owned plant and equipment	15,427	51,215
Depreciation of leased property, plant and equipment	43,126	141,210
	<u>58,553</u>	<u>192,425</u>
Operating lease cost of plant and equipment	112,891	112,891
Auditor's remuneration	13,600	10,000

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

6. Tax Expense

(a) Analysis of charge in the year

	2020-21 £	2019-20 £
Current tax		
UK Corporation tax based on the results for the year at 19% (2020: 19%)	<u>(471)</u>	<u>3,587</u>
Total current tax (credit)/charge	<u>(471)</u>	<u>3,587</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% (2020: 19%).

	2020-21 £	2019-20 £
(Expenditure)/Income on ordinary activities before taxation	(2,478)	18,878
Tax on profit on ordinary activities at standard CT rate of 19% (2020: 19%)	-	3,587
Effects of:		
Adjustment to tax charge in respect of previous periods	<u>(471)</u>	<u>-</u>
Tax (credit) / charge for the period	<u>(471)</u>	<u>3,587</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

7. Property, Plant and Equipment

2020-21

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2020	1,546,704	153,701	275,400	284,919	2,260,724
Additions	-	1,942	4,769	85,381	92,092
At 31 March 2021	1,546,704	155,643	280,169	370,300	2,352,816
Depreciation					
At 1 April 2020	1,530,652	96,973	236,089	271,670	2,135,384
Charge for the period	15,427	15,805	15,005	12,316	58,553
At 31 March 2021	1,546,079	112,778	251,094	283,986	2,193,937
Net Book Value					
At 31 March 2021	625	42,865	29,075	86,314	158,879
At 31 March 2020	16,052	56,728	39,311	13,249	125,340

2019-20

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2019	1,546,704	99,905	259,063	273,203	2,178,875
Additions	-	53,796	16,337	11,716	81,849
At 31 March 2020	1,546,704	153,701	275,400	284,919	2,260,724
Depreciation					
At 1 April 2019	1,389,442	92,826	208,878	251,813	1,942,959
Charge for the period	141,210	4,147	27,211	19,857	192,425
At 31 March 2020	1,530,652	96,973	236,089	271,670	2,135,384
Net Book Value					
At 31 March 2020	16,052	56,728	39,311	13,249	125,340
At 31 March 2019	157,262	7,079	50,185	21,390	235,916

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

8. Trade receivables, financial and other assets: Amounts falling due within one year

Trade receivables and other current assets

	2020-21	2019-20
	£	£
Trade receivables	13,819	19,904
Prepayments and accrued income	66,405	62,571
Tax Credit	471	-
	<u>80,695</u>	<u>82,475</u>

9. Cash and cash equivalents

	2021	2020
	£	£
Cash and cash equivalents	<u>48,419</u>	<u>47,085</u>

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

10. Trade payables, financial and other current liabilities: Amounts falling due within one year

Trade payable and other current liabilities

	2020-21	2019-20
	£	£
Trade payables	28,227	56,265
Corporation tax	-	3,587
Other payables	102,448	88,817
Accruals and deferred income	210,650	247,049
	<u>341,325</u>	<u>395,718</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

11. Commitments under Operating Leases

At 31 March 2021 there were total future minimum lease payments under operating leases as set out below:

	2020-21	2019-20
	£	£
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	18,500	138,500
	<u>129,500</u>	<u>249,500</u>
Other		
Not later than one year	473	1,891
Later than one year and not later than five years	-	473
	<u>473</u>	<u>2,364</u>

PRRT's lease for the Maryfield Complex had an option to break dated 31 May 2020. PRRT and the DoJ (the landlord) have agreed that PRRT will continue to occupy the site until the end of the lease agreement dated to 31 May 2022. The future lease obligations in respect of this have been disclosed above.

12. Capital Commitments

At 31 March 2021 authorised future capital expenditure amounted to £Nil (2020: £Nil). PRRT has no commitment to capital expenditure at the year end.

13. 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 £33,377 (2020: £36,015) from Northern Ireland Police Fund and charges of £6,800 (2020: Nil) from Northern Ireland Retired Police Officers Association (NIRPOA) during the year and £Nil (2020: £3,007) from DPAO. At the year-end PRRT was owed £584 (2020: £Nil) from NIRPOA.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2021

Board Member	Position held	Organisation
Mark Lindsay	Chairman	PFNI
Liam Kelly	Secretary	PFNI
Ryan Henderson	Chief Superintendent	PSNI

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

14. 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 23 June 2021.