

Police Rehabilitation & Retraining Trust Annual Report and Accounts

For the year ended 31 March 2016



Rehabilitation and
Retraining Trust

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THE POLICE REHABILITATION AND RETRAINING TRUST

Police Rehabilitation & Retraining Trust Annual Report and Accounts

For the year ended 31 March 2016

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

1 July 2016

THE POLICE REHABILITATION AND RETRAINING TRUST

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THE POLICE REHABILITATION AND RETRAINING TRUST

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THE POLICE REHABILITATION AND RETRAINING TRUST

Chairman's Foreword

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

PRRT has of course been successfully providing services to its client base since 1999. A major objective of the Board will be to ensure that the governance arrangements have a positive impact on the effectiveness of PRRT operations and the associated outcomes.

This first year of operation as an NDPB has been unusual in the sense that for most of the year the organisation was, due to the uncertainty surrounding the overall Executives budget until very late in the year, operating to a one year financial plan, with the added uncertainty of the level of in year funding. The Chief Executive and his team are to be congratulated on the continuing provision of core services and the tight financial outcome which they delivered within these challenging circumstances.

The Board has been pleased to receive within its first months of operation, a clear audited set of company accounts from the organization in its previous status. During this year, PRRT has also received satisfactory internal audit reports on all of the areas audited. The Board would like to pay tribute to the outgoing Board for its commitment to the organization over a long period.

Of course the status and governance of the organization is not the main focus of this report. What is important is reporting on the services provided to PRRT clients, whose numbers show no sign of declining over time. During the year (2015-16) 1,458 new clients were seen by PRRT. It is clearly evident that the impact of providing policing services in Northern Ireland has had a significant long term impact on both the mental and physical health of former officers and their families, the effects of which may often only emerge after retirement. Similarly, the importance of providing retiring officers with the confidence to represent and enhance their skills to aid their assimilation into living and working in civilian society cannot be over emphasized. With the support of the Board, I will engage with the DoJ in an effort to ensure that the resources dedicated to these services are maintained at the quantum necessary to provide the level of services required for PRRT clients.

I have been impressed by the professionalism and commitment shown by all the staff across PRRT. This commitment is particularly noteworthy when seen against the cuts in PRRT budget over the 2010-2016 period of 29%, with the staff reducing from 64 in April 2010 to a current staffing of 34. This period has seen the workforce almost halved. Any further substantial reductions would impact significantly on the ability of the organization to continue in the provision of services and achieving the positive outcomes it has consistently demonstrated.

The Northern Ireland Executive is increasingly turning its attention to the issue of the aftermath of the "Troubles" and their long term impact on the physical and mental health of the civilian population. PRRT has engaged with other government agencies in this regard, and although constrained as to whom it can provide direct services, PRRT are anxious to share their unique experiences and expertise in these areas with these other players within Northern Ireland.

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I am looking forward, within a productive relationship with the Board and the Management Team, to ensuring that PRRT continues to deliver world class critical mental, physical, training and development services to the DoJ family.

A handwritten signature in cursive script, reading "Ken Millar".

Ken Millar
Chairman of the Board of Directors

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Performance Report:

Chief Executive's Foreword

As Chief Executive and Accounting Officer I am pleased to present the Annual Report and Accounts for the financial year ended 31 March 2016.

The past year has seen a significant amount of change for PRRT, impacting on all areas of the organisation. It was the first year of operations following the transition from Company Limited by guarantee to an Executive Non Departmental Public Body of the Department of Justice. This has presented a number of corporate challenges for both PRRT and DoJ, however a positive and supportive approach by sponsor department and effective project management and governance from PRRT to take forward the necessary changes has resulted in a smooth transition, without any negative impacts on our client base or service provision.

The Department appointed a new PRRT Board with effect from the 1 April 2015, which was a significant challenge for the new Directors and executive team in terms of business continuity and a steep learning curve for the new Board. However, we have very quickly built a good working relationship and the experience of the Board in a wide variety of areas has brought some useful new perspectives to the organisation, particularly in the area of developing reporting around outcomes. Over the past year the Board have demonstrated their support for PRRT on a number of challenging areas, in particular around the development of future years' budgets and the potential impact on the operational effectiveness of the Trust.

However, it is important to stress that over the past year, we have continued to maintain and build on the successful service delivery, positive outcomes and client satisfaction which we have consistently achieved over the years. The internal restructuring to ensure focus on maintaining front line services for clients has resulted in a highly effective and efficient service delivery provision across all Departments. I must commend the commitment and professionalism of staff in all areas across the organisation. During an ongoing period of change and significant constraints and indeed cuts in budgets, the staff at PRRT have ensured that client care remains key to the organisation.

The Senior Management Team (SMT) in PRRT continues to engage with key stakeholders to ensure the service provision is developed appropriately so that we can continue to meet the diverse needs of its client group. One of our major strengths is that the Departments work together on an ongoing basis to continue to develop multi discipline approaches in terms of the services provided.

The Departmental Reports, which are shown later in this report, will give further details on numbers of clients, the associated work activities and the positive outcomes achieved, however it is worthwhile highlighting a number of key successes:

- In a year where turnover of professional staff was significantly higher than in the past, we have ensured that we have been able to keep waiting lists within tightly managed agreed targets. Managers have worked flexibly and innovatively to ensure that we have consistently met this key performance target.
- The demand for PRRT services remains constant and increasing in a number of areas. Despite staff reductions, we continue to provide clients with professional and

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timely services. Our success has been evidenced by consistently high client satisfaction data across services;

- The ongoing development - of the Personal Development and Training Department has ensured that the clients using this service have been given a more relevant, focussed and improved service delivery to meet their needs in an efficient and effective manner.
- The change in status from a Company Limited by guarantee, to an Executive Non Departmental Public Body (NDPB) has necessitated a significant and ongoing increase in workload for the corporate functions of the Trust. The work carried out has ensured a seamless and effective transition and developed the necessary governance structures required for effective ongoing management of the organisation. We have worked in conjunction with professional, legal and financial advisers and Sponsor Department, the Department of Justice (DoJ) to ensure this has been a successfully managed project.

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

I have little doubt that external environmental issues will continue to be a challenge to PRRT, but the commitment, professionalism and adaptability of staff throughout the organisation will allow us to meet these challenges. We look forward to the future in continuing to provide and develop our services in a changing and demanding environment and our key objective remains to be fully focussed on meeting client needs.

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Overview

I am pleased to report on the business and performance of PRRT across the financial year ended 31 March 2016.

Statutory Duties and Background

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

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

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

Principal activities and business review

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

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Performance Analysis

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

Psychological Therapies Department

Clinical Service

The past year has been one of significant change for the service. Three of our valued clinicians moved out of Northern Ireland during this time and we have recruited two new accredited clinicians to our team. We have also recruited five new clinical associates who will provide additional clinical resources and geographical spread, as required in support of our core team. The clinical team's expertise continues to be in demand in a range of clinical areas including treatment provision, specialist training, psychological first aid and specialist consultation. Conscious of an increasing demand for our clinical services and the limited resources, we are committed to continue to provide the highest standard of clinical service that is centred around every individual patient and their varied needs. We continue to work to prevent and protect police officers and associated members of the DOJ family from the impact of trauma and provide accessible and effective evidenced based treatment as required.

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

Patient feedback demonstrates that 100% of all respondents were either very satisfied or satisfied with their treatment, with 91% of all patients rating their quality of life as better following treatment.

A sample of written feedback from patients:

"I was so thankful I could attend this service. My life and work came through the crisis. I am so glad I took the first step to seek help...and it was there."

"They delivered over and beyond my expectations. My therapist could not have been nicer – thank you".

"For the first time in years I now feel I have the skills within me to change my outlook in a positive way, for me."

"My experience with PRRT has been extremely positive. It has helped me a great deal in coming to terms with the problems I was experiencing. I am very grateful for this help."

"All sessions with my therapist were of a very high professional standard. I received helpful advice which made my quality of life so much better."

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

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

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

Sharing Knowledge and Skills with the PSNI

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

Working in Partnership with DoJ Learning and Development Forum

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

During the past year the department has had several opportunities to share its skills with the wider DOJ family. Clinical knowledge has been transferred into specialist practical training courses in the areas of Conflict Management, Trauma Resilience, Managing Distressed and Difficult People and Stress Management. Courses have been provided for The Northern Ireland Judiciary, Northern Ireland Forensic Service, Police Ombudsman for Northern Ireland, Police Service of Northern Ireland, Youth Justice Agency and PRRT internal staff.

Psychological First Aid

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

Knowledge Sharing

Team clinicians have contributed to a wide range of events during the past year including speaking at internal, regional and national conferences on a range of topics including dealing with online sexual exploitation, treating trauma in children and young people and treating patients who remain at risk. Working partnerships with the PSNI, Statutory Mental Health teams and links with Queen's University have enabled mutual sharing of clinical expertise. In the coming year it is hoped that the team can contribute to the wider trauma strategy being rolled out across the voluntary and statutory services and to work with the wider police family.

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Psychological Therapies Key Performance Measures 2015-16

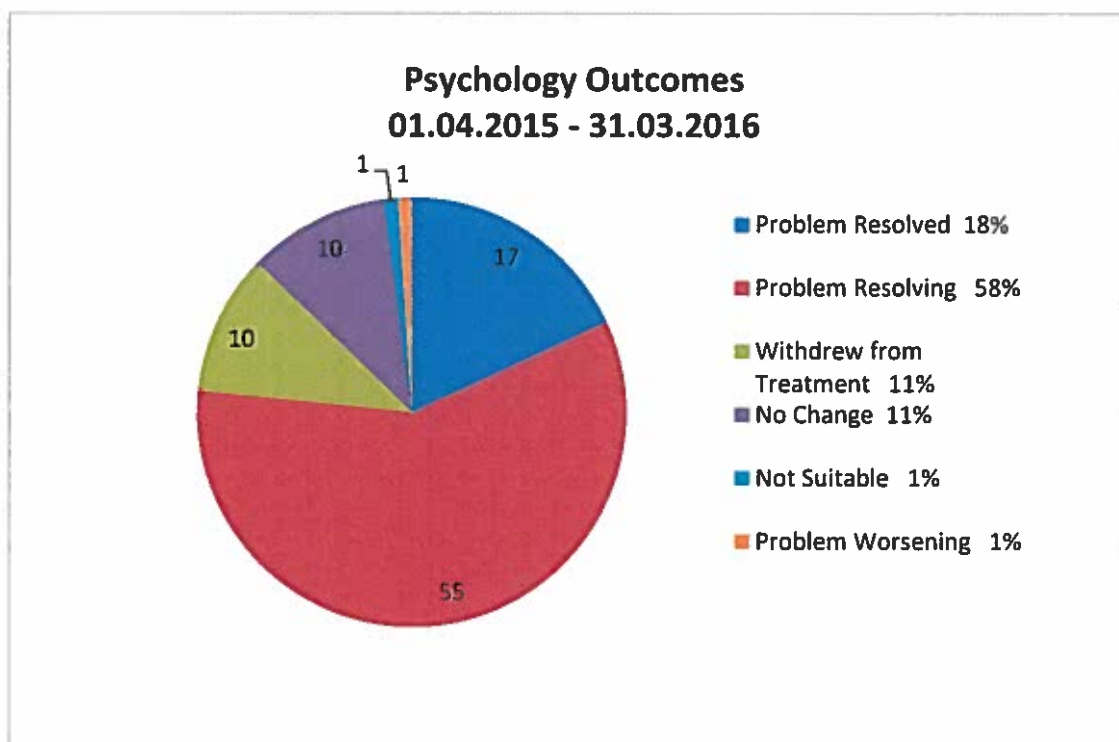
- During the 2015-16 year the psychological therapies services treated 180 (2014-15: 210) new patients. The decrease in numbers is mainly due to the cessation of PSNI OHW work during staff transition periods and the overall decrease in OHW referrals during 2015-16.
- Waiting times were on target taking an average of 14 days before initial assessment and 4-6 weeks before treatment. Overall PRRT provided 2216 psychological sessions during the year.
- Of 48 returned satisfaction surveys, 100% positive feedback stating services provided were rated "satisfied or very satisfied".
- The team designed and carried out 14 specialist courses for the DOJ and 17 specialist courses developed for the Police Service of Northern Ireland before 31st March 2016

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Health outcomes 2015-16

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

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



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Physiotherapy Department

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

Our Maryfield centre offers prompt assessment and treatment to clients from the Belfast area while our network of associate practices offers our regional clients a local service which is easily accessible via our telephone triage system. This has been another busy year for the service with a 3.5% increase in client referrals.

Group work

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

Continuous Professional Development (CPD)

Team members have attended various external courses as part of their CPD activities including the Annual National Physiotherapy Conference, Physiotherapy UK. This is an invaluable opportunity to benchmark our service against best practice and to access the very latest research findings to inform our clinical practice.

Service audit outcomes

The findings from the 2015-16 client satisfaction survey revealed that 98% of clients were very satisfied or satisfied with the service, whilst 94% of clients felt that they gained moderate to great benefit from the treatment they received. We received 264 completed discharge questionnaires with many positive comments:

'I am immensely grateful for the help provided to me by PRRT physiotherapists. I suffered multiple injuries as a result of an accident requiring many months of rehabilitation. The physiotherapists were fundamental throughout this period both to my physical recovery and sense of wellbeing. I simply would not be at the point where I am today without this assistance'

'I couldn't get better treatment anywhere, in a secure place which is very important to me. I still have security issues from my past'

'Because of the speed of access to this service, and the professional treatment I have received, my recovery has been swift making my physical condition a lot easier to live with and manage. I draw comfort from the fact that I can still access this invaluable service if and when required'

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Links with the Ulster University at Jordanstown (UUJ)

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

DOJ

The department continues to offer support to the wider DoJ family providing treatment to serving officers through the PSNI's OHW Seapark Scheme, the Youth Justice Agency and the NI Policing Board.

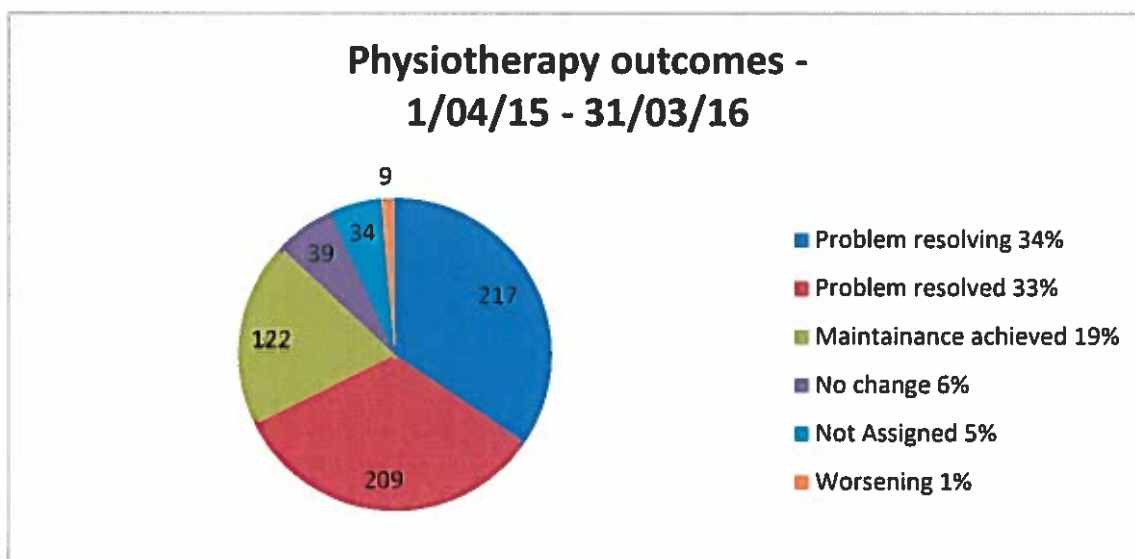
Physiotherapy Key Performance Measures - 2015-16

- A minimum target of 650 new clients for PRRT was set for 2015-16. The total clients seen was 797 (2014-15: 770) an increase of 3.5%. However within this, the clients attending the outsourced service (clients that do not attend the Maryfield site) was down by 11% which equates to a budget underspend. Actions are being taken to address this.
- The department had targeted to deliver 330 1:1 sessions per month, this was exceeded with an average of 337 per month (2014-15: 354) being seen.
- Specialist programs to improve long term condition management for a minimum of 500 group places per annum was set as a target. 808 group places were achieved (2014-15: 761)
- The target is to offer assessments to all clients within two weeks of referral. No client waited more than 2 weeks for assessment however group sessions and contract work were reduced during June and September to meet this.

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Healthcare Outcomes for 2015-16

- **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
- **Not assigned** - are those who did not complete their course of treatment, mainly those discharged for Could Not Attend /Did Not Attend and who did not complete their measures
- **Problem Worsening** – Client's signs and symptoms have deteriorated/worsened



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Personal Development and Training

The Personal Development and Training Service continues to focus on assisting retiring and retired clients in building the confidence, self-belief, skills and knowledge to pursue an active retirement. Despite changes and fluctuations in staffing levels our clients have benefited from high quality coaching and training interventions focused on developing additional skills, recognising current skills and abilities and building on individual potential.

The quality of the service delivered is reflected in its success in maintaining and meeting the criteria of the 'Matrix' quality award for the delivery of advice and guidance services in the UK.

Processes to support service provision have been re-modelled to create an efficient and responsive approach to the management of appointments and the administration of training courses.

The Citizens Advice Bureaux Outreach Service continues to assist clients with accessing support, advice and guidance with a number of areas such as access to statutory benefits, housing and debt management. This service alleviates the anxiety of making and completing applications for financial and practical assistance.

Clients attending a focus group listed a number of positive benefits in relation to their experience of career and development coaching received from the Personal Development and Training Service. Using the service enabled clients to achieve the following outcomes

- Smooth transition from police to civilian life.
- Realisation of my own skills and potential.
- Continued personal development.
- Improved self-worth and esteem.
- Confidence boosted.
- Ability to complete CV and application forms properly.
- Better job prospects.
- Feel better equipped to sell myself.
- Broaden my horizons about employment and future.
- Able to plan ahead.

Coaching and Development Sessions

Over the year a total of 481 new clients engaged with Career and Development Coaches to consider their options pre and after retirement from the PSNI. This represents a 15% increase in the number engaging with the service in 2014/15. In addition to exploring options and planning for the future, assistance has been given with information about training and education options, job search activity, writing a CV, completing application forms and interview preparation. The team continues to play a significant role in assisting individuals in the management of change and the transition from a policing career to retirement. The service is provided and accessible in Belfast, Enniskillen and Coleraine to retiring and retired police officers.

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Client statements regarding coaching and development sessions are provided;

'I feel more confident and content with my life in the present and I am looking forward to the future.'

'My contact with PRRT has always been positive and I look forward to continue my training there. I feel that the experience will set me in good stead for my retirement.'

'It's a really good service and a buffer to going out in the world, and help in exploring new avenues.'

Training

A significant number of clients plan to develop their skills, knowledge and expertise through vocational and academic training and education routes. The provision of in house courses supplied by the service was reduced in 2015/16, with a greater emphasis focussed on courses already available in the market place. Of the courses currently delivered at the Maryfield complex demand is exceptionally high. This is particularly the case for the Skills and CV Development course with a course being delivered on a monthly basis. A client recorded the following comment in relation to his experience of the training delivered

'I found the course overall really informative. After spending so long in one occupation, there is an element of fear of the unknown and daunting prospect of applying for new job. This course has allayed those fears and provided inspiration to go forward.'

The ECDL course and Level 3 Education also remain popular. Pass rates are significantly high with most course assessments achieving a 100% pass rate.

The Institute of Leadership and Management approved the Personal Development and Training Service to deliver a Level 5 Certificate in Coaching and Mentoring.

Clients continue to benefit from funding provided towards the cost of courses delivered by providers other than PRRT. In 2015/16 211 applications were received from clients studying towards vocational and academic courses.

Continuing Professional Development (CPD)

The Career and Development Coaches have attended workshops delivered by an accredited coaching body to maintain and develop their skills and practice. They are also working towards coaching accreditation with an established professional body. Other courses attended include a Diploma in Coaching Supervision, Certificate in Coaching and Mentoring and training in conducting psychometric tests. Continuing development contributes to the building of professional standards and a high standard of practice.

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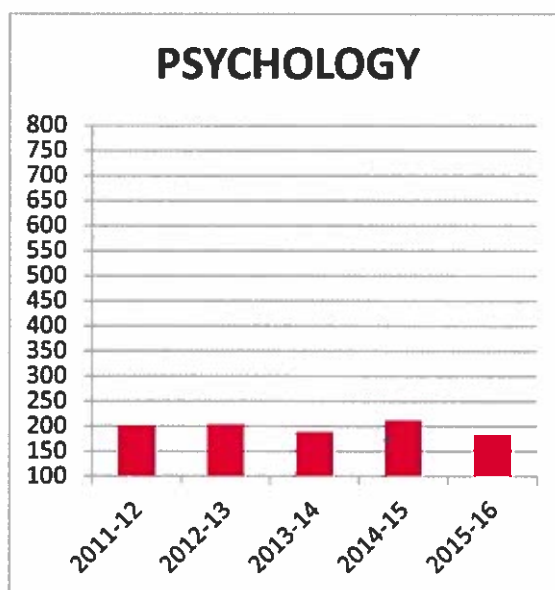
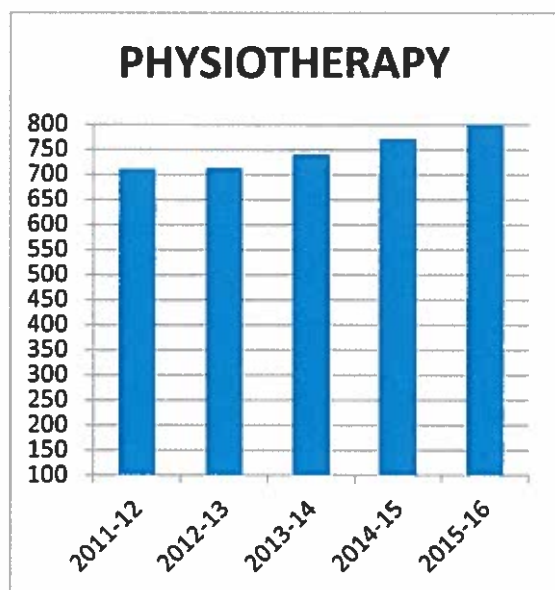
Personal Development and Training Key Performance Measures - 2015/16

- Targets were set to deliver a minimum of one-to-one coaching sessions (personal and professional) to 275 new clients. The actual numbers of new clients were 481 (2014-15:416).
- PD&T planned to deliver a minimum of 1000 coaching sessions/contacts, actual delivery was 772 (2014-15:1,284). Planned to provide Training Support to a minimum of 150 clients, 212 clients were provided with training support.
- Provide a minimum of 400 places on internal training courses, actual attendance was 277 (2014-15:505)

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Client Throughput – 2011/12 to 2015/16

These figures are based on new clients per year.



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Financial Performance

Financial Position at the Year End

PRRT maintained a steady financial position at the year end, with a balance of £776,986 carried forward on the general reserve account. Sufficient funding is in place to support all expected activities in the coming year.

During the year, an additional £78,280 was invested in fixed and intangible assets to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations in 2015-16 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 2015-16 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM comply with IFRS as adapted or interpreted for the public sector context.

Business Review Strategy

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

Key Performance Indicators

Finance and Shared Services

- Management accounts were produced within 15 days of month end.
- Annual accounts, annual report and files were reported within targets set.
- Annual budgets were completed on a timely basis ensuring effective use of reduced funding resources.
- Internal audit points that were noted during the year have been addressed.
- Sickness absence targets were set at 4%. Due to long term sickness PRRT has not met this target but continues to manage absence appropriately.

Corporate

- Quarterly governance meetings were held with Sponsor Branch and action points addressed on a timely basis.
- Continuing professional development of staff has been managed to ensure staff are equipped and skilled to deliver a high quality service.
- Corporate training is up to date and maintained to ensure a professional delivery of client service.
- PRRT Company Limited was successfully wound up during 2015/16.
- IT Information Assurance Accreditation was achieved and awarded until 31/01/20.

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Principal Risks and Uncertainties

PRRT continues to be funded by grant in aid from the DoJ. The PSNI FTR Severance Support Programme has been extended to the end of December 2017, via an SLA between PSNI and PRRT with DoJ having funding responsibility for this contract. DoJ allocated a budget of £35K during the January 2016 monitoring round to cover any costs of the FTR Severance programme.

Budget and Resources

During the course of the financial year, PRRT continued to demonstrate sound financial management despite 5% (£87K) budget reduction. The core budget for 2015/16 was £1,669K.

Future Development

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

Complaints Procedure

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

During 2015-16 PRRT received 1 complaint (2014-15: 2).

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 2015-16, 52% of invoices were paid within 10 days and 94% were paid within 30 days.

Sustainability and Environmental Matters

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



Eddie Gaw
Chief Executive

Date:

3/5/16

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Accountability Report

Corporate Governance Report

Directors Report

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

Mr Ken Millar (Chairman)
Mrs Brenda Maitland
Mr Oliver Wilkinson
Mr Mark Lindsay
Mr Marty Whittle
Mr Maynard Mawhinney
Ms Pauline Shields

Re-appointment and retirement of Directors

All Board appointments are made in line with the Commissioner for Public Appointments for Northern Ireland's Code of Practice and are appointed by the Minister for Justice. The current Directors were appointed from 1st April 2015 to run PRRT "body corporate".

Register of Interests of Board Members

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

Related Party Transactions

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

Data Handling

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

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Statement of Accounting Officer's Responsibilities

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

- Follow the accounts direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Give a true and fair view of the state of affairs at 31 March 2016 and subsequent financial year-ends, and of the income and expenditure, changes in taxpayers' equity and cash flows for the financial year then ended;
- Provide disclosure of any material expenditure or income that has not been applied to the purposes intended by the NI Assembly or material transactions that have not conformed to the authorities which govern them;
- Comply with the requirements of the FReM that will be necessary for the accounts to give a true and fair view. Any material departure from the FReM will be discussed with the DoJ and Department of Finance (formerly Department of Finance and Personnel).

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Governance Statement

Scope of Responsibility

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

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

PRRT Ltd was dissolved on 10 November 2015. PRRT body corporate was formed from 01 April 2015 and this is the first full year of business.

PRRT Corporate Objectives are:

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

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

During the financial year 2015-16 I was directly accountable to the Accounting Officer of the DoJ. The responsibilities of an Accounting Officer are set out in Chapter 3 of MPMNI.

THE POLICE REHABILITATION AND RETRAINING TRUST

The Purpose of the Governance Framework

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

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

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of organisational policies, aims and objectives, to evaluate the likelihood of risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at PRRT during the year ended 31 March 2016 and up to the date of approval of the Annual Report and Accounts and accords with the guidance contained within MPMNI.

Governance Framework

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

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

The Board

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

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

Governance is delivered through the following Board structures:

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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

	Board Meetings		Audit & Risk Meetings	
	Total of Meetings	Attendance Rate	Total of Meetings	Attendance Rate
KEN MILLAR	10/11	91%		
BRENDA MAITLAND	9/11	82%	3/3	100%
OLIVER WILKINSON	6/11	55%	2/3	67%
MAYNARD MAWHINNEY	11/11	100%		
PAULINE SHIELDS	5/9	56%		
MARTY WHITTLE	9/11	82%		
MARK LINDSAY	7/11	64%	3/3	100%

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

The Senior Management Team (SMT)

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

The Audit and Risk Committee

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

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

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

Internal Audit

The Internal Audit work programme is set within a strategic internal audit plan which is designed to give assurance to the Accounting Officer on the effectiveness and efficiency of the operation of the key systems and controls which have been put in place. The Audit Committee approves an Audit Plan on an annual basis and considers the adequacy of the management responses to findings and recommendations contained in audits carried out. The Head of Internal Audit also produces an annual Assurance Report which provides assurances to me as Accounting Officer as to the effectiveness of the organisation's overall systems of control. DoJ Internal Audit provided the Internal Audit Service for PRRT for the year ended 31 March 2016.

External Audit

The External Auditor of PRRT for 2015-16 is the Northern Ireland Audit Office (NIAO). They undertook an audit of the financial statements of PRRT and provided a Certificate for inclusion in the Annual Report and Accounts. The External Auditor also provides a Report to those Charged with Governance on an annual basis which makes recommendations where matters have come to the attention of the External Auditor during the course of their audit.

Sponsor Branch (DoJ)

PRRT operates under a Management Statement / Financial Memorandum (MSFM) with the DoJ. The MSFM sets out the broad framework within which PRRT operates. As part of the sponsorship arrangements, I meet formally on a quarterly basis with the Head of the Sponsor Branch within the DoJ to discuss PRRT performance against the objectives and targets set out in the annual Business Plan.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

In addition, it also includes details of the monitoring and reporting arrangements. Developments in the approach to managing and reporting risk have been on-going during 2015-16, focussing on managing risk at two key levels:

1. Corporate - The Corporate Risk Register (CRR) continued to focus on the key 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.
2. Departmental - To support the CRR, a Departmental Risk Register (DRR) is used on an on-going basis so that the key risks for each department are aligned with departmental Business Plan objectives and targets. The ownership of each risk has been allocated to appropriate staff. The DRR is reviewed on a monthly basis at SMT meetings and any significant movements in risk are reported to the Audit and Risk Committee.

Departmental and Corporate Risk Registers will be reviewed during 2016-17, as set out above, and will be informed by internal organisation and wider environmental scanning. This approach ensures:

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

The Audit 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.

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Review of Effectiveness

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

The Internal Audit review for 2015-16 provided the following assurance levels for the areas audited:

Area	Level of Assurance
PRRT Physical Support Services	Satisfactory
PRRT Psychological Services	Satisfactory
PRRT Personal Development and Training	Satisfactory

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

An audit implementation schedule is in place and is reviewed at SMT and at Audit Committee meetings on a regular basis.

Internal Audit Providers

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

External Audit

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

Information Assurance

There are increasing challenges year on year in the area of information assurance, particularly in light of ongoing information assurance failures within the wider public sector over the past number of years. In response to this, data handling and information security has been considered and managed as a separate risk within the organisational risk register. There have been no data breaches during the year. Information Assurance accreditation was awarded during the year up until 31 January 2020.

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

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

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- Comments made by External Auditor in the Report to those charged with Governance.
- Completed Board evaluation questionnaire, issued by the National Audit Office (NAO).
- Completed Audit Committee evaluation questionnaire entitled "*Audit Committee Best Practice Checklist – Short Version*" issued by DoJ Internal Auditors.

Significant Internal Control Issues Identified

Internal Audit

No significant internal control issues identified.

External Audit

No significant internal control issues identified.

PRRT Financial Statements for 2015-16 have been audited by the Northern Ireland Audit Office.

The audit of the financial statements for 2015-16 resulted in an audit fee which is estimated at £15,000 and is included in the administration costs in the Statement of Comprehensive Net Expenditure. During the year the auditors did not provide any non-audit services.

Disclosure of Audit Information

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

Accounting Officer Statement on Assurance

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



Eddie Gaw
Accounting Officer

Date: 31/5

2016

THE POLICE REHABILITATION AND RETRAINING TRUST

Remuneration and Staff report

Remuneration Policy

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

Service Contracts

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

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

Salary and pension entitlements

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

The NJC agreement covered the period from April 2014- March 2016 and was notified in November 2014. A pay increase was agreed at 2.2%, with non-consolidated payments to be made in December 2014 and April 2015 and was applicable from 1 January 2015.

The NHS pay agreement was notified by the Health Minister in January 2016. It was agreed that staff at the top of their scale would receive a 1% non-consolidated payment. Those not at the top of the scale would receive a spine point raise.

The NICS pay agreement was a one year pay agreement payable from 1 August 2015. It included, subject to satisfactory performance, a one-step progression subject to band maximum and for eligible satisfactory performers receiving less than a 1% consolidated increase will receive a non-consolidated non-pensionable payment up to the equivalent of 1%.

All remuneration, incremental and cost of living increases are subject to Department of Finance (DoF) (formerly Department of Finance and Personnel) pay remit processes and are submitted to DOJ for approval. The pay remits are then passed to DoF (formerly DFP) for final approval. The NJC pay remit for 2015/16 has been approved and paid to staff. However the NHS and NICS pay remits are awaiting DoF (formerly DFP) approval.

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

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

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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. 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.

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List of Directors/Senior Staff and Remuneration– AUDITED INFORMATION

	2015-16		2014-15	
Officials	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Mr K Millar - Director	5 - 10	-		
Mrs B Maitland - Director	0 - 5	-		
Mr O Wilkinson - Director	0 - 5	-		
Mr M Mawhinney - Director	0 - 5	-		
Ms Pauline Shields – Director	-	-	-	-
Mr Marty Whittle - Director	-	-	-	-
Mr Mark Lindsay - Director	-	-	-	-
Mr W Brown - Director	-	-	0 - 5	-
Mrs J D’Arcy - Director	-	-	0 - 5	-
Mr S Hamill - Director	0 - 5	-	10 - 15	-
Mr E Hanna - Director	0 - 5	-	0 - 5	-
Mr D McClurg – Director	0 - 5	-	0 - 5	-
Mr T Spence - Director	-	-	-	-
Mr A Sherrard – Director	-	-	0 - 5	-
Mr R Walker – Director	0 - 5	-	0 - 5	-
Mr J Stewart – Director	-	-	-	-
Mr T Lewis - Director	-	-	0 - 5	-
Catherine Dixon – Director	-	-	0 - 5	-
David Watkins – Director	-	-	0 - 5	-
Mr E Gaw - Chief Executive	65 - 70	-	60 - 65	-

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Pay Multiples – AUDITED INFORMATION

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

The banded remuneration of the highest-paid official (see previous table) in the financial year 2015-16 was £67,500 (2014-15: £62,500). This was 2.08 times (2014-15: 2.27) the median remuneration of the workforce, which was £32,500 (2014: £27,500). In 2015-16, 1 (2014-15: 1) employee received remuneration in excess of the highest paid official. Remuneration ranged from £5,000 to £70,000 (2014: £5,000 to £70,000).

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

Pensions of Senior Management – AUDITED INFORMATION

Officials	Accrued pension at age 60 as at 31/3/14 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/15	CETV at 31/3/15	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £100
<i>Chief Executive E Gaw</i>	-	-	-	-	-	£10,467

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

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Redundancy

During the year, 0 (2014-15: 8) staff members were made redundant. In the event of staff being made redundant PRRT follows the statutory rules and guidelines and redundancy payments are made in accordance with statutory entitlements. Staff members made redundant do not receive an enhanced exit package. The table below shows this information with comparative figures for the previous year in brackets.

Reporting of compensation and exit packages for all staff 2015-16 (2014-15)

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15
<£10,000	-	4	-	4	-	8
£10,000-£25,000	-	-	-	-	-	-
£25,000-£50,000	-	-	-	-	-	-
£50,000-£100,000	-	-	-	-	-	-
£100,000-£150,000	-	-	-	-	-	-
£150,000-£200,000	-	-	-	-	-	-
Total number of exit packages	0	4	0	4	0	8
Total Cost £	0	£11,499	0	£11,383	0	£22,882

Staff Report

The staff breakdown for PRRT at 31 March 2016 analysed by category was as follows:

Physiotherapy	5	(2015: 5)
Psychology	6	(2015: 7)
Clinical Administration	4	(2015: 5)
Personal Development & Training	6	(2015: 5)
Management and admin	4	(2015: 4)
Corporate Services	1	(2015: 2)
Finance	4	(2015: 4)
Maintenance	1	(2015: 1)
Housekeeping	3	(2015: 2)
Full Time Reserve	0	(2015: 1)
NI Prison Service	0	(2015: 1)

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

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Particulars of employees

The average number of persons employed by PRRT during the financial year, including the Directors, amounted to 40 (2015: 42). The majority of staff were considered to be permanently employed at the year end.

The aggregate payroll costs of the above were:

	Permanently employed staff	Other - agency staff	2016 £ Total	2015 £ Total
Wages and salaries	962,427	35,189	997,616	1,055,799
Social Security costs	97,090	-	97,090	103,926
Other Pension costs	66,362	-	66,362	68,525
	1,125,879	35,189	1,161,068	1,228,249

Directors' remuneration

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

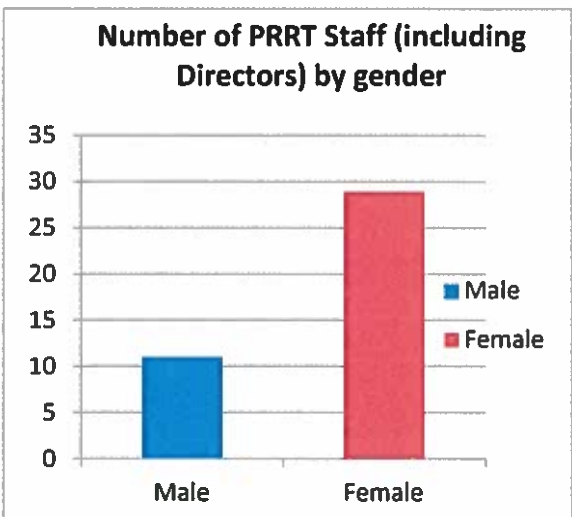
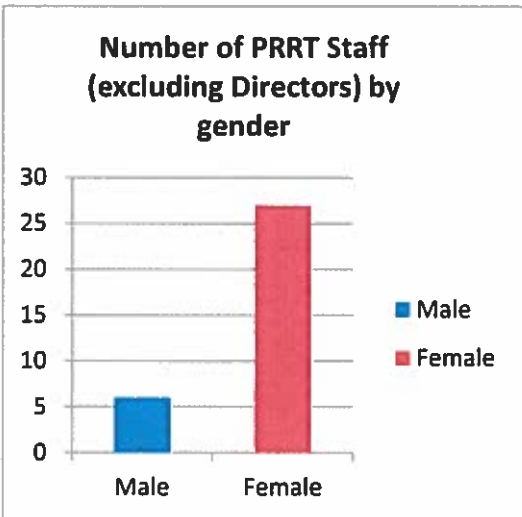
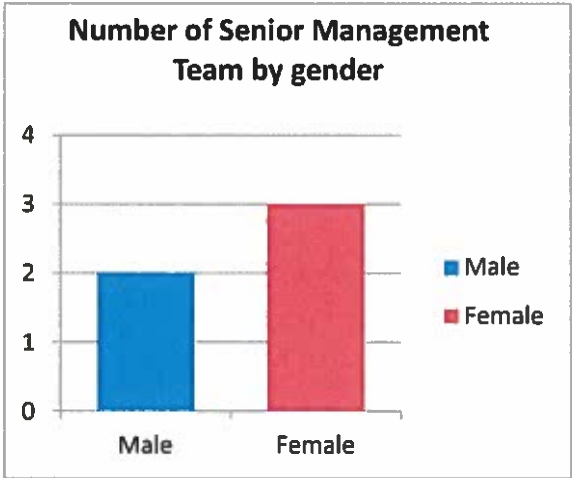
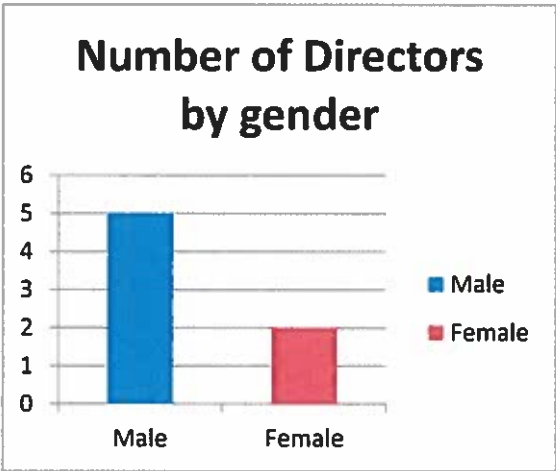
	2016 £	2015 £
Remuneration receivable	<u>27,068</u>	<u>30,001</u>

Staff composition

The key resource within PRRT is the staff it employs. Expenditure on staffing represents the largest area of spend by PRRT. Expenditure on staff during the year was £1,161k (2014-15: £1,228k). Staff numbers fell from 41 in 2014-15 to 38 at the end of March 2016 due to some staff leaving and not being replaced.

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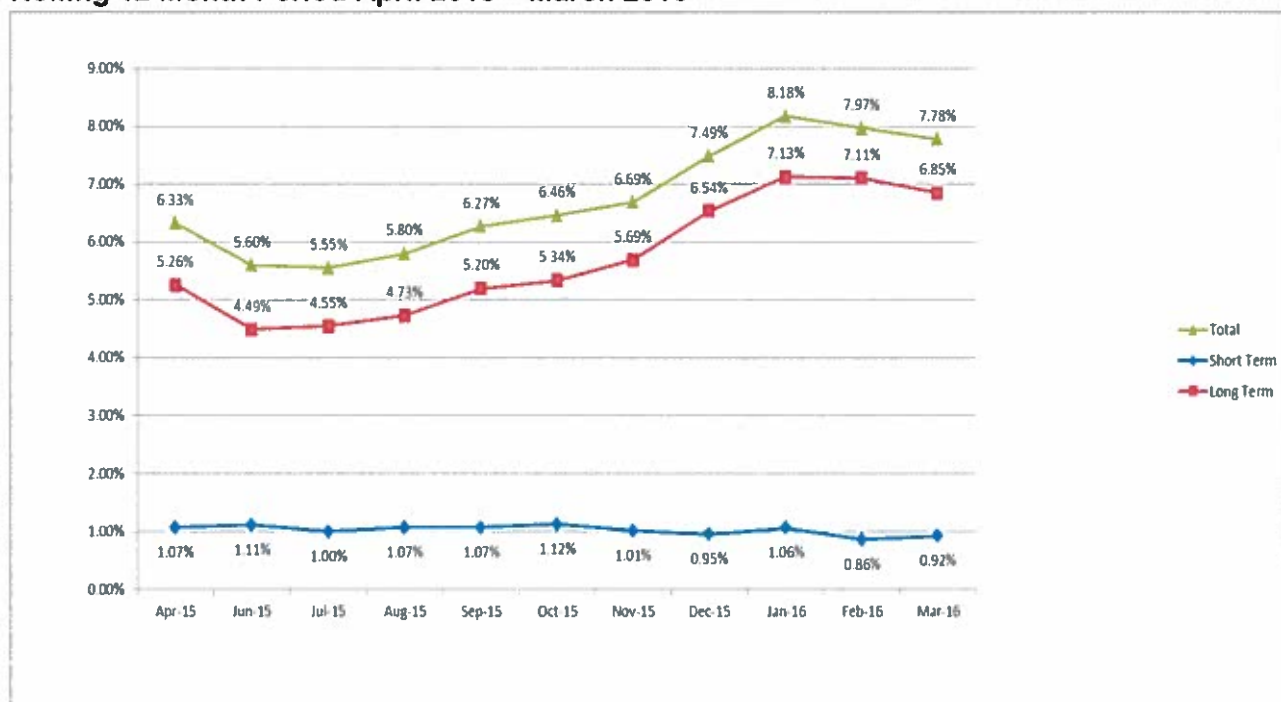
Staffing at the end of year can be split by gender as detailed below;



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Absence Data

Rolling 12 Month Period April 2015 – March 2016



PRRT's long-term absence figure is 6.85% (2015: 5.07%), above our target for long term absence of 2.75%. This level of long-term absence has, in turn, impacted on PRRT's overall sickness absence percentage, with a total of 7.78% (2015: 6.14%) (against a target of 4% for the 15/16 financial year).

In contrast our short term absence is 0.92% (2015: 1.07%) over the course of the year and this falls below our target of 1.25%.

There are a number of reasons this year for the high level of long-term absence:

1. Unforeseen life events and medical diagnoses have impacted on a higher than normal percentage of PRRT's members of staff this year. These have required time off for treatment, rest, recuperation and recovery.
2. As PRRT now has fewer staff, if just one individual is off sick this has more of an impact on the absence figures than it would have done in previous years when we had more staff.

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.

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- 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 reduce 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.

Employment of Disabled Persons

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

Equal Opportunities and Diversity

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

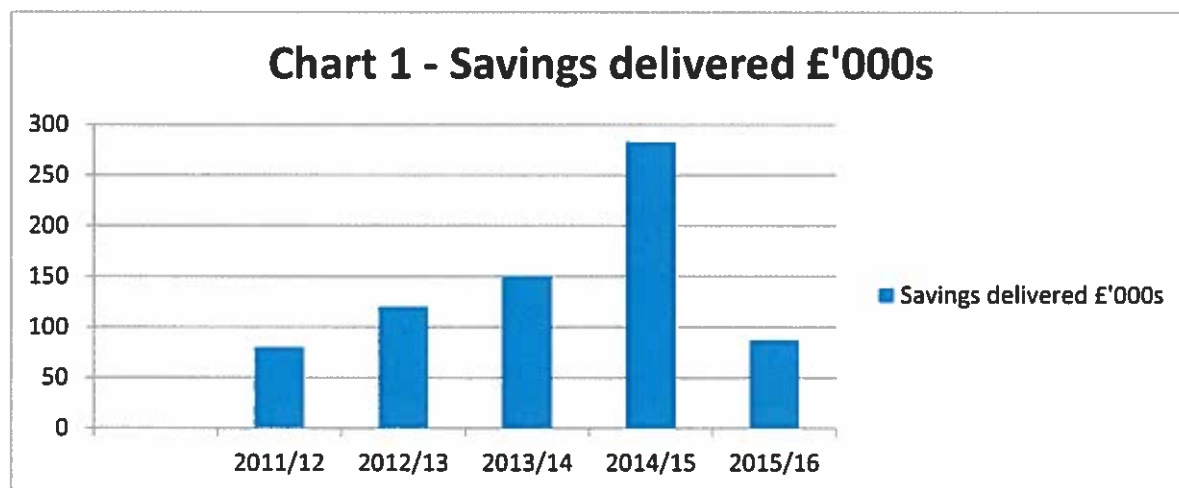
PRRT is an Equal Opportunity employer and is fully committed to the elimination of all forms of harassment and bullying, discrimination and victimisation. PRRT recognises the legal obligations under which it operates and ensures working relationships are based on mutual trust, respect and understanding.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

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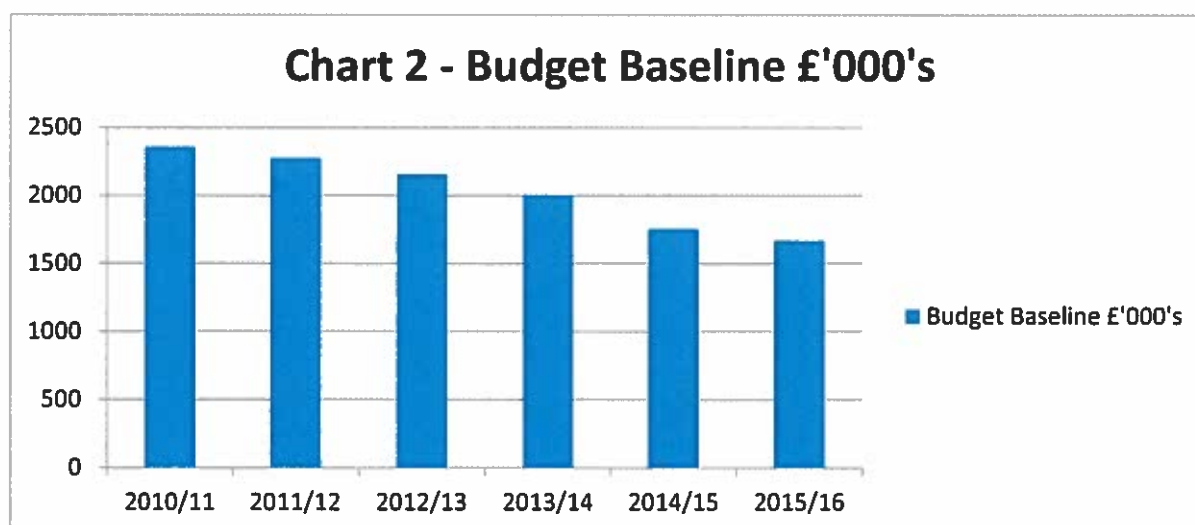
Accountability and Audit Report

Long term expenditure trends:

- Chart 1:** shows the budget for the period Budget 2011-16. PRRT over this period suffered a budget cut of £687,000. The largest cut was during the 2014/15 year when PRRT suffered a £283,000 budget reduction. The lack of stability regarding the budget and the unforeseen in year cuts causes huge uncertainty in a relatively small organisation such as PRRT. So far we have been able to protect front line service by restricting the budget cuts to administration, management and general running costs of PRRT. It is unlikely going forward that services could remain in the current format if further cuts were to be necessary.

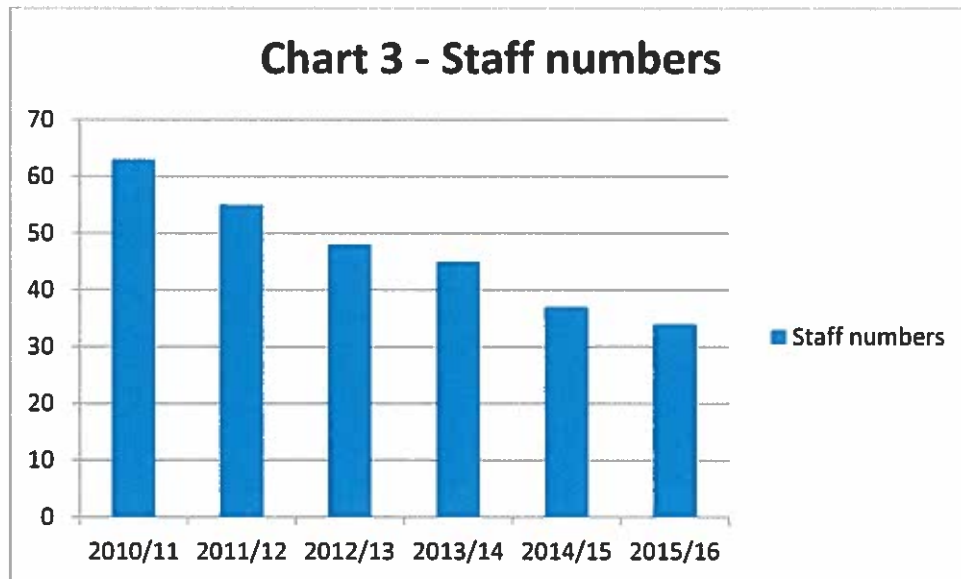


- Chart 2:** shows the budget for the period 2011-16. Over this period PRRT's budget dropped from a baseline of £2,356,000 to £1,669,000 a budget reduction of 29%.



THE POLICE REHABILITATION AND RETRAINING TRUST

- **Chart 3:** shows PRRT staffing levels which fell from 63 down to 34 employees over the period 2011-16.



The past 6 years have been a period of change and relative unstable time for PRRT and its staff. Planning for the future had been overtaken by managing budgets on a year to basis and constant restructuring. However PRRT is now a body corporate, legislation was passed in 2014 putting PRRT on a legal footing and after many years of negotiation a new lease is now in place for a period of over 7 years. A capital budget has been allocated to PRRT budget. These positive moves encourage PRRT to plan for a stable future where clients are to the forefront.

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

It is anticipated that the next budget period will be for the three years 2017-18, 2018-19 and 2019-20. This approach will be subject to Executive approval and, at present, no specific guidance has been received on timescales or likely budget settlements. For PRRT to ensure effective budget planning in order to deliver the services to meet the demand, it is important to have a relatively stable budget, notified on a timely basis by our Sponsor Department.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Fees and charges – AUDITED INFORMATION

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

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

Service	Income £	Full cost £	Surplus/(deficit) £
Healthcare	61,888	56,502	5,386
Training	91,213	345,284	(254,071)

The information provided above is for fees and charges purposes

Events after the Reporting Period

There are no events after the reporting period.

Research and Development

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



Eddie Gaw
Accounting Officer

Date:

31/5

2016

POLICE REHABILITATION AND RETRAINING TRUST 2015-16

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

I certify that I have audited the financial statements of the Police Rehabilitation and Retraining Trust (PRRT) for the year ended 31 March 2016 under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014. The financial statements comprise: the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability disclosures that are described in that report as having been audited.

Respective responsibilities of the Accounting Officer and auditor

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

Scope of the audit of the financial statements

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

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

Opinion on regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the PRRT's affairs as at 31 March 2016 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014 and Department of Justice directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability disclosures 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 and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.


Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.


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

Date: 2 June 2016

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2016

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Comprehensive Net Expenditure
Year ended 31 March 2016

	Note	2016 £	2015 £
Income			
Other operating income	2	(236,791)	(365,720)
Total Operating Income		<u>(236,791)</u>	<u>(365,720)</u>
Staff Costs	3	1,161,068	1,228,249
Depreciation	5	184,553	105,249
Other expenditure	4	766,849	948,731
Total Operating Expenditure		<u>2,112,470</u>	<u>2,282,229</u>
Net Expenditure	5	<u>1,875,679</u>	<u>1,916,509</u>
Other Comprehensive Net Expenditure			
Net (gain) loss on revaluation of Property Plant and Equipment		-	-
Net (gain) loss on revaluation of Intangibles		-	-
Total Comprehensive Net Expenditure for the year ended 31 March 2016		<u>1,875,679</u>	<u>1,916,509</u>

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

The notes on pages 52 to 60 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Financial Position
Year ended 31 March 2016

	Note	2016 £	2015 £
Non-current assets:			
Property, plant and equipment	7	920,378	1,026,205
Intangible assets	8	<u>5,350</u>	<u>5,796</u>
Total non-current assets		925,728	1,032,001
Current assets:			
Trade and other receivables	9	35,524	43,115
Cash and cash equivalents	10	<u>123,526</u>	<u>150,032</u>
Total current assets		159,050	193,147
Total assets		<u>1,084,778</u>	<u>1,225,148</u>
Current liabilities:			
Trade and other payables	11	<u>(307,792)</u>	<u>(308,483)</u>
Total current liabilities		<u>(307,792)</u>	<u>(308,483)</u>
Total assets less current liabilities		<u>776,986</u>	<u>916,665</u>
Total assets less liabilities		<u>776,986</u>	<u>916,665</u>
Taxpayer's Equity			
General Reserve		<u>776,986</u>	<u>916,665</u>
		<u>776,986</u>	<u>916,665</u>

The Financial Statements on pages 47 to 60 have been approved by the Board and were signed on *31 May 2016* on its behalf by:


Eddie Gaw
Chief Executive

The notes on pages 52 to 60 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

Year ended 31 March 2016

	Note	2016 £	2015 £
Cash Flows from operating activities			
Net (expenditure)		(139,679)	(216,509)
Depreciation	7	176,079	99,450
Amortisation	7	8,474	5,799
Loss on Disposal of Fixed Assets		-	6,396
Decrease in trade and other receivables	9	7,591	39,926
(Decrease) in trade and other payables	11	(691)	(66,253)
Net cash outflow from operating activities		51,774	(131,191)
Cash flows from investing activities			
Purchase of property and equipment	7	(70,252)	(67,002)
Income from disposal of fixed assets		-	3,200
Purchase of intangible assets	8	(8,028)	-
Net cash outflow from investing activities		(78,280)	(63,802)
Net increase/(decrease) in cash and cash equivalents in the period		(26,506)	(194,993)
Cash and cash equivalents at the beginning of the period	10	150,032	345,025
Cash and cash equivalents at the end of the period	10	123,526	150,032

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Changes in Taxpayers' Equity
Year ended 31 March 2016

	SoCNE Reserve £	Total Taxpayers' Equity £
Balance at 1 April 2014	<u>1,133,174</u>	<u>1,133,174</u>
Changes in Taxpayers' Equity 2014-15		
Grants from Sponsoring Entity	1,700,000	1,700,000
Comprehensive Expenditure for the year	(1,901,509)	(1,901,509)
Auditors' Remuneration	(15,000)	(15,000)
Balance at 31 March 2015	<u>916,665</u>	<u>916,665</u>
Changes in Taxpayers' Equity 2015-16		
Grants from Sponsoring Entity	1,736,000	1,736,000
Comprehensive Expenditure for the year	(1,860,679)	(1,860,679)
Auditors' Remuneration	(15,000)	(15,000)
Balance at 31 March 2016	<u>776,986</u>	<u>776,986</u>

The notes on pages 52 to 60 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

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 2015-16 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 2015 but which have not been adopted early. PRRT considers that these standards are not relevant to its operations and are unlikely to have a significant impact on the financial statements in the period of the initial application.

Critical accounting estimates

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

Income

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

Property, Plant and Equipment

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

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

Intangible Assets

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

Depreciation

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

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

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

During the year PRRT agreed new lease terms for the building it occupies. In line with the length of this lease, building improvements are now depreciated over the life of the lease which is 7 years. This is a change in accounting estimate and has been accounted for in full.

Amortisation

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

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

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

Pension costs

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

Taxation

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

2. Other Operating Income

	2016 £	2015 £
Catering and room hire income	11,027	7,596
Healthcare income	62,390	76,979
Miscellaneous income	32,611	40,120
Service Charges	51,160	50,346
Training income	30,039	62,279
NI Prison Service	49,564	128,400
	236,791	365,720

3. Staff Costs

	Permanently employed staff	Other - agency staff	2016 £ Total	2015 £ Total
Wages and salaries	962,427	35,189	997,616	1,055,799
Social Security costs	97,090	-	97,090	103,926
Other Pension costs	66,362	-	66,362	68,525
	1,125,879	35,189	1,161,068	1,228,249

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

4. Other Operating Costs

	2016 £	2015 £
Psychological Therapies	37,989	27,584
Physiotherapy	86,685	94,309
Personal Development & Training	115,658	166,621
Rehabilitation Support	2,882	2,689
Projects	87,076	191,782
Establishment Costs	269,297	250,681
Information Technology	65,473	61,433
Finance Charges	2,278	2,992
Running Costs	99,511	150,640
	766,849	948,731

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

5. Net Expenditure

Net expenditure is stated after charging:

	2016	2015
	£	£
Depreciation of owned plant and equipment	176,079	99,450
Amortisation of intangible assets	8,474	5,799
Loss on disposal of plant and equipment	-	6,396
Operating lease cost of plant and equipment	19,790	17,773
Auditor's remuneration	15,000	15,000

6. Tax Expense

(a) Analysis of charge in the year

	2016	2015
	£	£
Current tax		
UK Corporation tax based on the results for the year at 20% (2015: 20%)	3,785	3,565
Total current tax	<u>3,785</u>	<u>3,565</u>

(b) Factors affecting current tax charge

The tax assessed on the income on ordinary activities for the year is higher than the standard rate of corporation tax in the UK of 20% (2015: 20%).

	2016	2015
	£	£
(Expenditure)/Income on ordinary activities before taxation	<u>18,923</u>	<u>(212,944)</u>
(Expenditure)/Income on ordinary activities by rate of tax	3,785	(42,589)
Small company rate relief	-	-
Unrelieved tax losses	-	-
Marginal Tax relief	-	-
Other Adjustments	-	46,154
Total current tax (note 6(a))	<u>3,785</u>	<u>3,565</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

7. Property, Plant and Equipment

2015-16

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

2014-15

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2014	1,561,704	205,641	360,602	128,301	2,256,248
Additions	-	5,830	59,181	1,991	67,002
Disposals	(15,000)	-	-	-	(15,000)
At 31 March 2015	1,546,704	211,471	419,783	130,292	2,308,250
Depreciation					
At 1 April 2014	553,855	204,425	324,785	104,934	1,187,999
Charge for the period	62,464	1,919	17,231	17,836	99,450
On Disposals	(5,404)	-	-	-	(5,404)
At 31 March 2015	610,915	206,344	342,016	122,770	1,282,045
Net book value					
At 31 March 2015	935,789	5,127	77,767	7,522	1,026,205
At 31 March 2014	1,007,849	1,216	35,817	23,367	1,068,249

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

8. Intangible Assets

2015-16

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

2014-15

	Software
Cost	£
At 1 April 2014	166,024
Additions	-
Disposals	-
At 31 March 2015	<u>166,024</u>
Depreciation	
At 1 April 2014	154,429
Amortisation for the period	5,799
On Disposals	-
At 31 March 2015	<u>160,228</u>
Net book value	
At 31 March 2015	<u>5,796</u>
At 31 March 2014	<u>11,595</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

9. Trade receivables and other current assets

	2016	2015
	£	£
Trade receivables	13,751	17,110
Other receivables	-	165
Prepayments and accrued income	21,773	25,840
	<u>35,524</u>	<u>43,115</u>

10. Cash and Cash Equivalents

	2016	2015
	£	£
Cash and cash equivalents	<u>123,526</u>	<u>150,032</u>

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

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

Trade Payable and other current liabilities

	2016	2015
	£	£
Trade payables	24,146	35,040
Corporation tax	3,785	3,565
Other taxation and social security	4,700	-
Other payables	160,201	89,405
Accruals and deferred income	114,960	180,473
	<u>307,792</u>	<u>308,483</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

12. Commitments under operating leases

At 31 March 2016 there was a total future minimum lease payments under operating leases as set out below:

	2016 £	2015 £
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	555,000	-
Later than five years	-	-
	<u>666,000</u>	<u>111,000</u>
Other		
Not later than one year	1,576	17,773
Later than one year and not later than five years	6,304	-
Later than five years	394	-
	<u>8,274</u>	<u>17,773</u>

13. Capital Commitments

At 31 March 2016 authorised future capital expenditure amounted to £Nil (2015: £Nil). PRRT has committed to £Nil expenditure on capital. (2015: £Nil).

14. Related party transactions

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

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

PRRT received service charges and other charges totalling £50,840 (2015: £50,250) from NIPF and charges of £473 (2015: £275) from NIRPOA during the year. At the year-end PRRT was owed £Nil (2015: £Nil) from NIPF and £340 (2015: £49) from NIRPOA.

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

Board Member	Position held	Organisation
Pauline Shields	Chief Superintendent	PSNI
Mark Lindsay	Board Member	NIPF

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2016

15. Events after the Reporting Date

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

Date of authorisation for issue

The Annual Report and Financial Statements were authorised by the Accounting Officer to be issued on 2 June 2016.

