

Police Rehabilitation & Retraining Trust
Annual Report and Accounts

For the year ended 31 March 2022



**Rehabilitation and
Retraining Trust**

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For the year ended 31 March 2022

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

27 June 2022

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Chair's Foreword

It is a pleasure, after my third year as Chair, to introduce the Annual Report of the Police Rehabilitation and Retraining Trust (PRRT) covering the period from 1 April 2021 to 31 March 2022.

During this reporting period, the COVID-19 pandemic continued to have a significant impact on the delivery of the Trust's business, and its available resources. PRRT consistently adapted effectively, examining working practices to ensure our business priorities and professional services were delivered to meet the needs of our clients, within the parameters of government restrictions.

Activities were measured by the achievement of successful outcomes for our clients, including their levels of high satisfaction with the services provided. In conjunction, accurate and timely financial reporting was evident, with effective management of the budget and Internal Audit.

PRRT staff and Board members were innovative in their approach to meet the challenges encountered and changing circumstances this year has brought. They prioritised the need for PRRT's services, delivering a blended approach across Psychology, Physiotherapy and Coaching and Development, to the core group of clients (i.e., former Royal Ulster Constabulary (RUC) and Police Service of Northern Ireland (PSNI) officers), with new clients consistently coming forward. As a reflection of the staff's efforts, it was with great delight on 6 October 2021, we hosted a Royal Visit of the Duchess of Gloucester GCVO DDtJ CD. PRRT showcased first-hand their services offered and the Duchess was able to meet with several current and former clients who were beneficiaries of the Trust's services. Also in attendance were the Chief Constable and Senior Department of Justice (DoJ) Officials. On behalf of the Trust, I would particularly like to thank the Lord Lieutenant of Belfast, Fionnuala Joy-O'Boyle CBE, who arranged the visit on our behalf.

This report also includes an update on the clinical services that PRRT offer outside its core group, and in particular, to serving Prison Officers (those referred to PRRT by Northern Ireland Prison Service (NIPS)). This contract, funded by NIPS, is in its fifth year and provides psychological and physiotherapy services to NIPS staff. NIPS leadership are extremely positive regarding the services delivered by PRRT and because of this, and the DoJ Minister's commissioned Report in 2020, examining the health and wellbeing of retired prison officers, DoJ committed further financial resources to the development of a new service provision for former prison officers. NIPS received this funding and launched the new service in collaboration with PRRT on 1 February 2022.

During 2021-22, conscious of constrained budgets and potential impact from the global pandemic, the PRRT Board engaged in a series of workshops with the Trust's Chief Executive, Senior Management Team and staff to establish the strategic direction for the Trust over the next three years. This led to a new Vision and Values being agreed

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and formed the basis of our new 3-year Corporate Plan 2021-24. PRRT promotional material was redesigned, and a new website launched with up-to-date information on the range of Trust services across specialised fields.

The Board, working with the Chief Executive and staff, also agreed a review of our Psychological Therapies, a primary healthcare provision within the Trust. PRRT commissioned Ulster University to undertake a scoping exercise relating to profiling trends and characteristics of clients to assist in the review. Funding for the review was allocated by DoJ sponsor department and it will take place during 2022-23. This important work will explore best practice and new, innovative approaches within this highly specialised field to ensure the Trust continues to meet the consistently high demand for these treatment services as we move forward.

I welcome the opportunity in this report to acknowledge the tremendous efforts of PRRT staff, it is consistently evident the staffs' priority is PRRT's clients and the delivery of excellent services, to meet their bespoke needs. Their dedication, passion, flexibility and commitment has enabled the great work of the Trust to continue, despite the challenges encountered, with clients receiving support and help in a timely manner. The staff are compassionate and highly experienced in their specialism. This year we seen the departure of the Head of Psychological Therapies, Professor Alastair Black after 22 years' service with the Trust. He is well recognised for his expertise by both clients and stakeholders, building up a highly specialised service provision and leaving a strong legacy within this area. Additionally, Sandra Herdman, Head of our Coaching and Development Department retired in December 2021, after 21 years' service with the Trust. This department has diversified since inception of PRRT in 1999 and has become widely recognised as an important transitional support facility for officers retiring from their police careers. We are extremely appreciative for the efforts of both Alastair and Sandra over their many years of dedicated service at PRRT.

Additionally, and as always, I am grateful for the support of all PRRT Board members. Their frequent contribution, hard work and commitment has been vital in delivering PRRT governance and accountability. I am extremely appreciative of their significant input and expertise shared in fulfilling their role throughout 2021-22.

Undoubtedly as we seek to reset after the worst of the pandemic and look forward optimistically along a path for recovery, the Board, working closely with the Chief Executive and PRRT staff and will seek to maximise the professionalism, dedication, knowledge and enthusiasm of all staff, to apply the lessons learnt when dealing with the long-term challenges. We will consolidate the good practices throughout the Trust and work collaboratively with our sponsor department, partners and key stakeholders to continue to consistently deliver excellent services for our core client group and wider DoJ clients, innovating and improving where appropriate, to ensure continued effectiveness, efficiency, and value for money across the Trust.

Michele Larmour

Michele Larmour
Chair 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 2022.

PRRT has had to address a number of significant challenges during 2021-22, and it is a great credit to the Board and our staff across the organisation that we have continued to provide a consistently high quality of professional services to our client base. At the same time, we have explored new opportunities for the Trust, particularly in the areas of Research and Development relating to our treatment services.

Unfortunately, COVID-19 has significantly impacted upon many people within our society, not least our client group. In addition, our staff had to adapt quickly to our provisions made to meet the many needs and challenges across all three of our core services. In order to address the implications of COVID-19, our present Business Model offers a blended service within Psychology, Physiotherapy and Coaching & Development. This had been a significant challenge for the Senior Management Team (SMT) and indeed all the staff within PRRT. We have maintained our contingency planning within our day-to-day operations to address, in particular, the onset of the Omicron variant which arose in the latter part of 2021.

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

- Deliver the new Northern Ireland Prison Service Former Officers' programme, which came into effect on 1 February 2022;
- Increase our Psychological treatment capacity due to the onset of the Omicron variant in order to reduce client waiting times;
- Implement a Review for Psychological Therapies service to include embracing new technology and treatment applications.

PRRT has continually monitored the range and limitations of lockdown measures announced by the NI Executive, and as a result of the COVID-19 Recovery Plan, we were able to react effectively and efficiently without compromising the health and safety of both clients and staff.

The 2021-22 Business Plan and targets that were determined at the beginning of the year had to be reviewed mid-term as our service provision delivery model had to change as a result of the implications of COVID-19. This, in particular, was dealt with by our staff in a highly professional way as they worked diligently to maintain contact with all our clients and, in particular, to support those who needed our services most. PRRT and the DoJ have developed a good professional working relationship over the

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last number of years with the primary aim to provide the best service provision for our clients.

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

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

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

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

PfG outcomes

- ✓ 4 – We enjoy long, healthy, active lives
- ✓ 5 – We are an innovative, creative society, where people can fulfil their potential
- ✓ 6 – We have more people working in better jobs
- ✓ 7 – We have a safe community where we respect the law, and each other
- ✓ 8 – We care for others and we help those in need
- ✓ 11 – We connect people and opportunities through our infrastructure

The related PfG indicators also are relevant to our work

- ✓ 3 – Increase in life expectancy
- ✓ 4 – Reduce preventable deaths
- ✓ 5 – Improve the quality of the healthcare experience
- ✓ 6 – Improve mental health
- ✓ 9 – Improve support for adults with care needs

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- ✓ 14 – Improve the skills profile of the population
- ✓ 16 – Increase the proportion of people in work
- ✓ 18 – Increase the proportion of people working in good jobs
- ✓ 42 – Increase quality of life for people with disabilities

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

Finally, I would like to recognise the positive contribution that all of PRRT staff have made throughout this challenging year with the continuation of the COVID-19 pandemic. We enhanced our dependency on technology in order to deliver a blended range of treatment services to meet our clients' needs. Last year our client satisfaction surveys gained a good/satisfactory rate of 98.76% demonstrating once again the quality and professionalism of the services we provide.

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

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Non-Executives' Report

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

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

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

The current Board took up their appointments in May 2019. The Board has operated with seven members for the 2021 -2022 year. The attendance records of the Board are recorded on page 52 and their full biographical details are available at www.prrt.org.

The COVID-19 pandemic and its far-reaching effects have tested PRRT, and the services provided by the Trust. The Management Team has done a fantastic job of navigating the many challenges particularly given the client facing nature of the services.

It is recognised that the pandemic is still a very real threat and must be managed with great care. Issues such as bringing employees back into the work environment and managing waiting times associated with client services remain of utmost importance to PRRT Board of Directors.

The way in which work has been undertaken was a very different experience for the Board as some of the meetings were held virtually, although the technology is extremely useful to enable these meetings, the Board has missed being able to meet staff on a one-to-one basis and in groups.

However, on a number of occasions the Board were able to visit the Trust, and this was particularly useful when the Directors met with all staff to review the Trust's strategic direction in order to understand the views of all. This work was extremely important, and the contributions of staff were represented in all aspects of this review going forward. The exercise demonstrated an ability to plan for future developments with optimism despite the constraints of the pandemic and the uncertainty it may bring.

During the course of last year, the CEO worked closely with the Non-Executive Directors on a variety of projects linked directly to the ongoing development of the Trust. These included:

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- Setting out clear Terms of Reference for the Review of PRRT's Psychological Therapies services;
- Developing a new three-year Corporate Plan with detailed and measurable objectives;
- Undertaking a Review of the Trust's 'Vision and Values' through staff consultation;
- Proactively promoting the Trust's range of services to our target client group, through the Police Federation and Police Benevolent Fund;
- Reviewing the Trust's security screening protocol within the Maryfield complex.

It is anticipated that the Non-Executive Directors and Chair will continue this effective ongoing collaboration with the CEO so that PRRT can continue to develop and deliver its range of excellent services to our clients.

As already mentioned in the Chair's foreword, one of the highlights of 2021 was a visit to PRRT by Birgitte, Duchess of Gloucester GCVO DDtJ CD. This visit was most welcome and did much to raise the spirits of staff and clients. The Duchess was able to attend classes on personal development and training, physiotherapy interventions and a Tai Chi class as well as spending significant time speaking with clients attending psychological therapy support. This private session allowed clients to share some of their background and work experience including traumas suffered during The Troubles and the effects of this experience on their lives. The Duchess was very moved by these discussions and reflected on the importance of the services in PRRT in terms of helping clients to prepare for the future and new life opportunities. The Trust Board and Staff are particularly grateful to the Lord Lieutenant of Belfast, Fionnuala Jay-O'Boyle CBE, who secured and organised this very welcome and uplifting visit.

On behalf of the Board, I would like to thank all who helped ensure that the work of PRRT continued to progress despite the context of a global pandemic which is a challenge to all those delivering at the front line.

Bernie McCrory

Bernie McCrory
Non-Executive Director

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Organisation Overview

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

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

PRRT provides three primary frontline services: Psychological Therapies, Physiotherapy and Coaching & Development. The service delivery departments are supported by the Finance and Shared Service department, which consists of Services Administration, Corporate Services, HR and Finance who provide the relevant administrative, professional and corporate support. An overview of this is provided below.

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

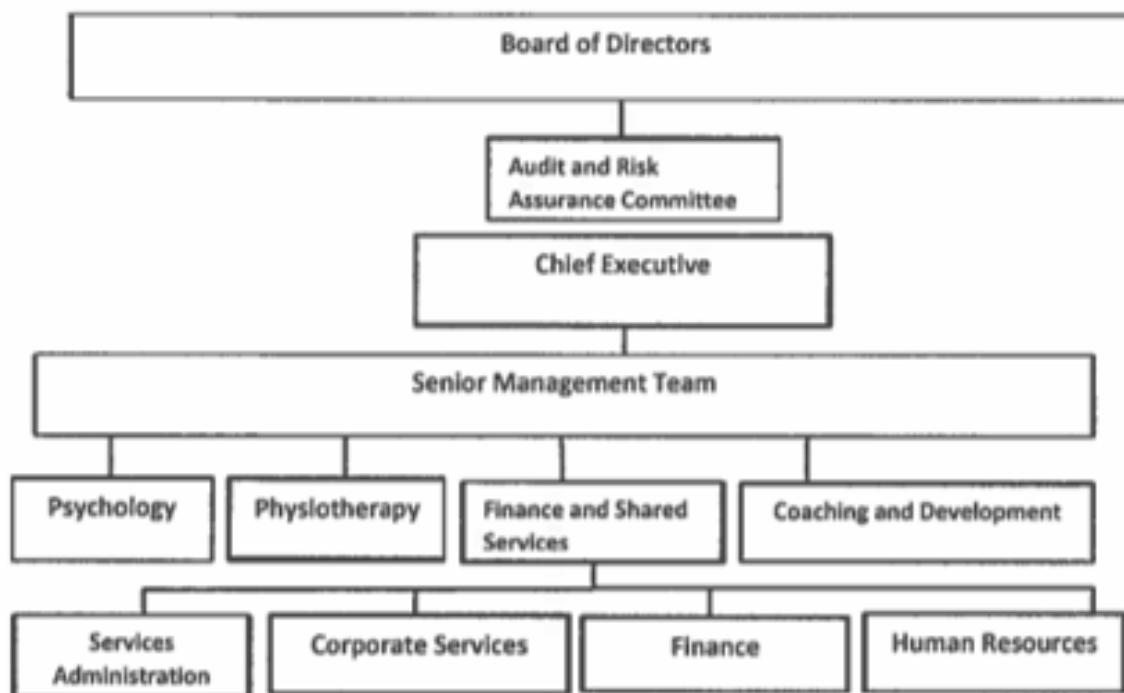
Principal Activities and Structure

The principal activities of PRRT during the year were to assist former and serving members of the RUC and the PSNI with psychological therapies, physiotherapy, Coaching and Development prior to and following cessation of their service. PRRT has also provided services to other organisations within DoJ. Below is PRRT's Organisational Structure.

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Organisation Structure

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Departmental Structure

The Board of PRRT continues to provide invaluable advice and support to the Executive team. The Board members have been very supportive with SMT, particularly within operational areas. This has been greatly appreciated by the Trust. The SMT has continued to deliver and maintain our range of professional services to our clients and our stakeholders. The ongoing collaborative partnership with our Sponsor Department has been of immense value to PRRT. They have displayed great understanding, flexibility and support throughout this challenging year, and will continue to do so in the months and years ahead.

We have updated and closely monitored our Risk Register throughout the year in order to maintain the financial and operational viability of our Business Model and in so doing demonstrating a continuous high standard of Corporate Governance. Our regular Audit and Risk Assurance Committee (ARAC) meetings have been of great benefit to the Trust, particularly over the last year when new challenges have been effectively addressed.

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Aims and Objectives

PRRT's Corporate Plan 2021-24

During May and June 2021, PRRT's Board, Management and Staff agreed upon a new 'Vision Statement' and Core Values to reflect its operations and strategic direction. These are as follows:

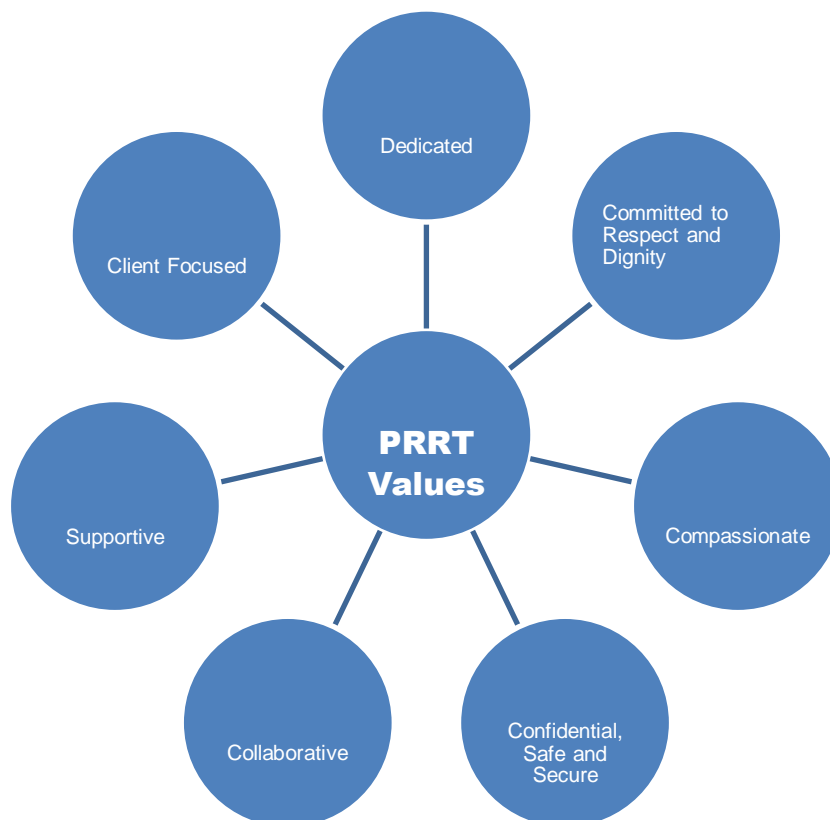
Vision Statement

*To create a recognised and exemplar
'Centre for Health and Wellbeing' for all of our clients.*

Mission Statement

PRRT provides a range of professional services to meet your health and wellbeing needs and support your personal development objectives.

Values



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PRRT is:

- ✓ **Dedicated** to delivering a professional, bespoke and holistic service.
- ✓ **Committed** to treating individuals with the utmost **dignity and respect**.
- ✓ **Client Focused** as we provide treatment and support tailored to individuals' needs.
- ✓ **Supportive** and **Compassionate** in understanding the needs and aspirations of our clients.
- ✓ **Collaborative** in providing a range of specialist services within a confidential, **safe and secure** environment.

PRRT's Key Objectives

- To manage our Financial Budget efficiently and effectively within the fiscal parameters set by DoJ.
- To continue to provide the high quality range of bespoke blended professional services for our clients despite challenges as a result of COVID-19.
- To introduce new innovative treatment practices within our Psychological Therapies services.
- To review and upgrade the Trust's IT systems and data security, and also Implement a new Client Management System (CMS).
- To proactively promote our specialist services to organisations within the DoJ family.
- To engage with Key Stakeholders to proactively promote and communicate our interdisciplinary service provision model that all clients have access to.
- To recruit and retain the best health care professionals and support services staff available.

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Performance Analysis

Psychological Therapies Department

“My CBT therapist helped me a lot and really pulled me out of a dark place.”

“I have made significant gains in terms of coping with the daily trials of life as well as resolving a lot of my trauma.”

Clinical Service

The past year has been an extremely positive one for the service. Due to the continued impact of COVID-19 and the associated restrictions it has not been without its challenges. Demand for treatment continues to be high continues with referral rates returning to pre-COVID-19 levels as we continue to reach members of the police family who are new to our service and in need of treatment. Clinical outcomes and patient satisfaction remain extremely high as we provide our bespoke treatment through a blended approach of online and face to face sessions. As a team we continue to hold the patient as central and as a compass to our entire service and have over the past year continued to adjust and modify our service to meet patient need.

We have been very pleased over the past year to welcome a number of new clinicians to the clinical team both as Core and Associate team members. All clinicians have been involved in a range of Continued Professional Development activities over the past year with one of our clinicians becoming accredited as an Eye Movement Desensitization and Reprocessing (EMDR) Practitioner and one of our new clinicians commencing their EMDR practitioner journey. As we move through 2022 as a team, we are working hard to decrease waiting times that increased prior to and during the pandemic to ensure our patients receive this excellent treatment along with the other treatments we offer, in a timely manner.

We are very pleased to see that our patients continue to progress in their journey through our service and in their life. Despite all of the continued disruption and challenges raised by the pandemic over 2021-22 patients attending the service have reported very high levels of satisfaction and clinical outcomes with 96% of those who completed their course of treatment rating their problems as ‘resolved’, ‘resolving’ or having achieved maintenance often in the face of complex and chronic disorders. Overall, 98% of patients reported being satisfied or very satisfied with the service they received with 100% of those people reporting a better quality of life following treatment. To have achieved these excellent outcomes during this challenging year is a major achievement for which the clinical team deserve recognition.

There has been no change to our patient profile during this year. The clinical team provided treatment for a wide range of complex and chronic cases. Presentations are varied ranging from those who have recently experienced traumatic incidents to those who experience conditions that have built up over many years. As well as post trauma symptoms, anxiety and depression, the team treat a broad range of psychological

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problems including obsessive compulsive disorders, self-harm, addictions, anger issues and relationship difficulties linked to service stressors. The age range of our patients has spanned children at primary school to those well into their retirement following 30 plus years of service. Reassuringly our patients continue to consistently present as motivated and courageous in their tackling of these debilitating problems which means, despite the complexity of the problems, by working collaboratively we see excellent results.

Patient feedback (from 44 returned surveys) demonstrates that:

- 98% of all respondents were either very satisfied or satisfied with their treatment.

A sample of written feedback from patients:

“I wanted to have the confidence of being safe ... thankfully I achieved my plan.”

“When I was assessed for treatment to start, I was a wreck. I feel I have reached my treatment goals. A massive thanks to the Psychological Therapies Team.”

“At initial assessment, I did self-harm all the time... Now, I have the confidence to address life from a different angle and do not have suicidal tendencies at the moment. Very much appreciated. 100%”

“The PRRT Psychology Team has shown me much needed support from my initial session. The work they do is nothing short of a miracle ... to have stabilised me. I would have been down that dark road again.”

“I was totally thankful, to a 100% satisfaction, of the number of sessions that I was given.”

“My therapist was genuinely helpful and supportive. They tailored their approach to support my needs.”

“I have had CBT before but this by far was someone who understood my issues and my employment. Trust was easily built due to the understanding and the non-judgemental way I was received.”

“All the staff I had dealings with spoke with a kindness and were very pleasant to engage with.”

Despite lockdown restrictions all department clinicians have attended remotely delivered professional development training courses throughout this year to ensure that patients are offered the most up to date and effective treatments for their service-related conditions. All treatment provided is evidenced based as directed by the National Institute of Health and Clinical Excellence (NICE) and the World Health Organisation (WHO).

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Harm Reduction through Training and Education Provision

During this year we have continued to work in partnership with our colleagues at The Northern Ireland Prison Service College. Workshops in Specialist Psychological Resilience training has been provided for all new prison officer recruits with discussion ongoing to expand this to officers in the coming year. We were pleased to be able to deliver digital remote training and in person training to Forensic Service of Northern Ireland (FSNI), the Judiciary and Courts Service and the PSNI over this year. The bespoke Trauma Resilience Trainings received exceptional feedback with participants and hosts reporting the sessions to be 'extremely helpful' and 'of great benefit'.

User Engagement

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

Partnership Working with NIPS

Our working partnership with NIPS continues to go from strength to strength. In addition to our joined-up service of treatment for serving Prison Officers and Psychological Resilience Training for new recruits we have embarked on a new service provision project providing treatment for the retired Prison Officer family. This service was launched by the Minister on 1 February 2022 and is the first service of its kind specifically designed to provide a range of treatment and support along with our colleagues at PRRT from the Physiotherapy and Coaching and Development Services. Serving Prison Officers accessing the service for treatment have reported 100% satisfaction with the treatment they received.

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

We continue to work in partnership with our colleagues at PSNI Occupational Health and Welfare in ensuring that the experience of psychological therapies for those moving from serving to retired is as smooth a transition as possible. To this end discussions are ongoing regarding a special joint PSNI Occupational Health and Welfare (OHW)/PRRT project that would support retiring officers' mental health needs.

Working with DoJ Partners

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

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Psychological Therapies Key Performance Measures 2021-22

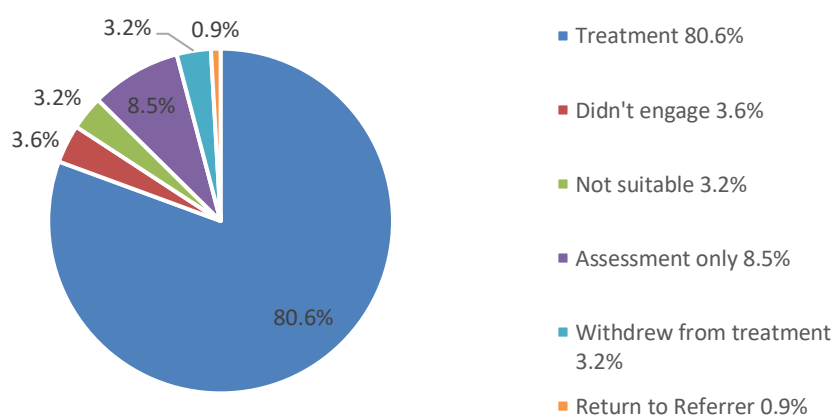
- During the 2021-22 year the psychological therapies service assessed 222 new patients.
- Of 44 online completed satisfaction surveys, 98% of patients following treatment provided positive feedback with patients stating that they were “satisfied or very satisfied” with services.
- The team designed and carried out 14 specialist courses for the Department of Justice.
- The team designed and carried out on line 5 pre-treatment modules for patients on the treatment waiting list.

Status of Discharged Service Users

The graph below shows the status of all discharged patients for 2021-22. The data is presented in two separate pie charts to show both the status of service users discharged and the outcomes of those who entered and completed treatment. Service users can fall into the following statuses:

- *Withdrew from Treatment* - did so after completing their full assessment as for a range of reasons they became unavailable for treatment.
- *Did Not Engage* - includes those discharged due to poor attendance and engagement.
- *Not Suitable at Present* - required additional input to prepare them for readiness for treatment and so were invited to return in the future.
- *Assessment Only* – receive an initial assessment only and this was particularly high this year due to a number of reasons such as long waiting times, no longer requiring treatment, accessing support privately.
- *Treatment* – are patients who completed treatment and were allocated a health outcome.

Psychological Therapies Service Users Status Outcomes (222 Patients)



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Of the 222 patients who attended for initial assessment, 179 (80.6%) have entered into the service to commence treatment. Of the 179 patients who commenced treatment, 10 patients (5.6%) didn't engage or were returned to the referrer. 169 patients completed treatment sufficiently to be allocated a health outcome.

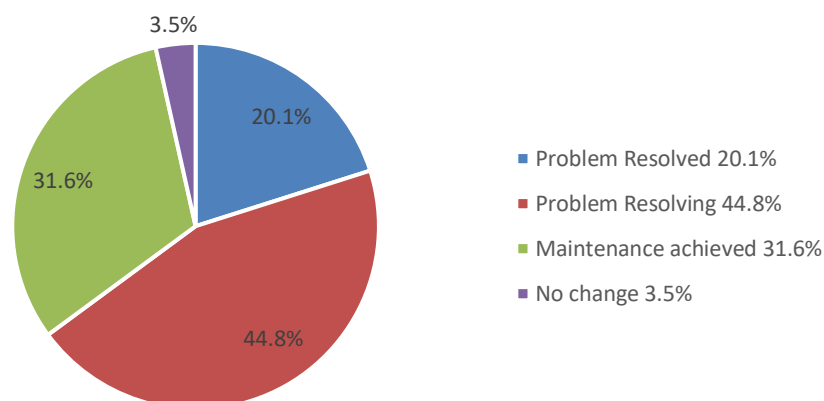
Health Outcomes following Treatment Completion 2020-21

At the end of completing a course of treatment, the treating clinician assigns each patient a global treatment outcome. The pie chart below shows of the 169 patients who completed treatment 162 patients (96%) of these were classified as 'problem resolved/resolving' and 'maintenance achieved'.

These assigned outcomes have been categorised as:

- **Problem resolved** – Extinction of symptoms and/or achievement of treatment goal.
- **Problem resolving** - Significant decrease in presenting symptoms and confident in progression towards achieving treatment goal with further repetition of strategies learned.
- **Maintenance achieved** – Stabilisation of presenting symptoms as treatment goal due to presenting condition.
- **No change** – No progress has been made in achieving treatment goals.
- **Problem worsening** – Patient's symptoms have increased.

Psychological Therapies Treatment Outcomes
(169 Patients)



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Physiotherapy Department

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

Clinical Service

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

The physiotherapy department has continued to provide a hybrid face to face and telephone triage service throughout the 2021-22 financial year in spite of the ongoing COVID-19 pandemic. The processes and procedures of service delivery have continued to be impacted by the restrictions. Safe systems of COVID-19 screening, the use of Personal Protective Equipment (PPE), remote initial assessments and enhanced infection control procedures have been in place throughout the year. These have been reviewed and updated consistently in line with government and professional guidance.

This year has seen an increase of 41% in total new episodes of care compared with the previous year. Alongside an increased demand for physiotherapy, we have also recommenced our Group exercise classes, in a COVID-19 safe manner.

PRRT also facilitated the introduction of the new Northern Ireland Prison Service Former Officers' contract which commenced in February 2022.

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

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

Group Exercise Classes

We provide group exercises classes as part of our evidenced based service, to aid in the management of long-term conditions and improve and maintain health and wellbeing. Tai Chi, Core stability and Circuits classes recommenced in September 2021.

DoJ Contracts

The physiotherapy department continues to provide physiotherapy support to the wider DoJ family providing treatment to PSNI staff, NIPS, the YJA, the NI Policing Board (NIPB) and from February 2022 NIPS former officers' population.

Continuous Professional Development

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

Team members completed relevant external courses in Tai Chi, Pilates, Occupational Health and MSK physiotherapy. They also utilised online forums of learning, completing relevant webinars, kept up to date with current research articles and engaged with professional bodies. We also complete CPD in-house through In-service training and peer review.

Service audit outcomes

The 2021-22 client satisfaction survey (276 completed surveys were received) revealed that:

- 99% of clients were very satisfied (94%) and satisfied (5%) with the service.
- 96% of clients reported that they had achieved moderate to great benefit from the treatment.

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Examples of feedback from the survey are:

“Excellent service from which I derived significant benefit”.

“Over the years I have found PRRT to be of great assistance in my aches and pains. My life is greatly improved by the help PRRT has provided me with. Also, the staff are fantastic, professional and caring. Receiving treatment in a confidential setting as Retired RUC is high on my requirements. Thanks to all PRRT staff.”

“I have a much higher quality of life since my treatment for which I am very thankful. The treatment offered by the PRRT Physiotherapy Service are invaluable and they are delivered in a highly professional manner”.

“Made a real difference to my health”.

“I would like to thank my physiotherapist for their professionalism, knowledge and understanding of my condition. Their treatment and daily exercises have helped immensely in my day-to-day activities. I would certainly recommend the PRRT physio service to others”.

“Totally efficient service with excellent results”.

“Very professional at all times. Patient safety foremost. With my condition I felt completely safe while receiving my treatment”.

“Very professional. Everything was explained very well and was of great benefit to me”.

“Great service, professional, accessible and welcoming. Excellent staff”.

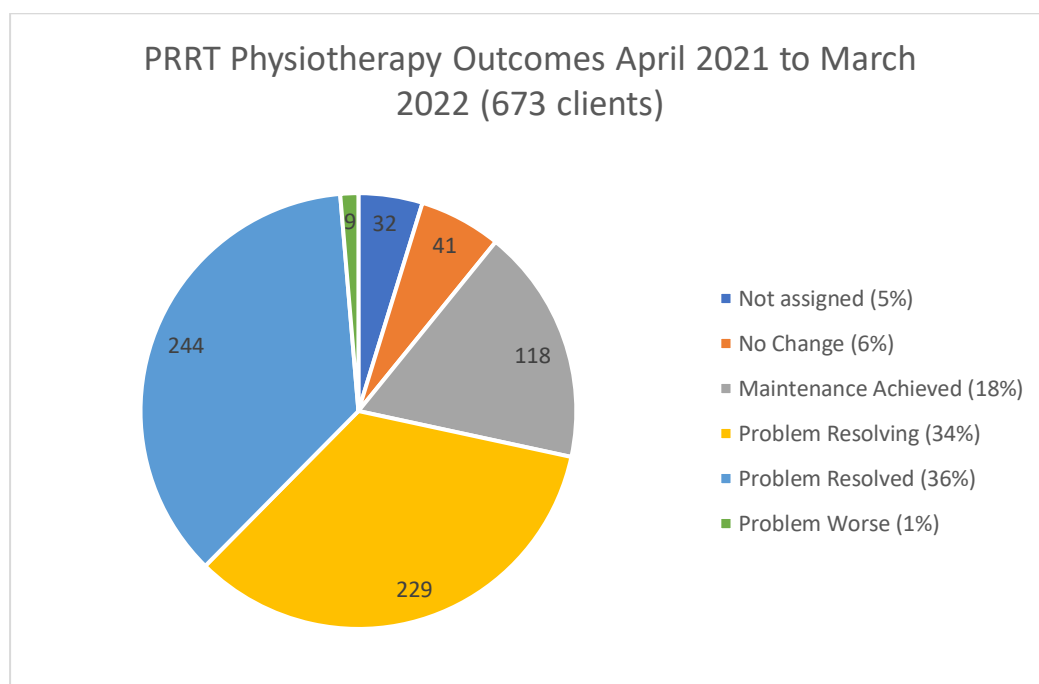
“I found the physiotherapist to be highly skilled, they explained the treatment plan easing any anxieties I may have had. I am happy to say that following several

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appointments I am now pain free. The treatment provided by PRRT physiotherapy service is second to none”.

Physiotherapy Key Performance Measures – 2021-22

- An outcome target was set of 85% of clients’ achieving the outcomes of Problem resolved, Problem resolving or Maintenance achieved. The actual figure achieved was 88%.
- Minimum targets of 650 clients entering 1:1 treatment was set (revised target due to COVID-19). The total new clients commencing 1:1 treatment was 732.
- The Physiotherapy department had targeted to deliver 350 clinical treatment sessions per month from April 2021 to March 2022. The average sessions per month in this time period was 377.
- The target for specialist group programmes was set for a minimum of 75 clients attending 400 group places (the target was set in keeping with COVID-19 restrictions). A total of 97 clients attended for 513 group places.
- Our target to offer assessments to all clients within two weeks of referral has been achieved throughout the year.



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Healthcare Outcomes for 2021-22

At discharge each client is assigned an outcome from the list below. The outcomes for the 2021-22 year can be seen on the chart below.

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

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Coaching and Development

Overview

The 2021-22 year has continued to be challenging for coaching and development due to both COVID-19 and personnel resourcing issues. In spite of this the service has continued to provide high quality development coaching to retiring and retired policing population to assist clients with developing the confidence, skills, knowledge and expertise to manage transition, and to set and achieve professional and personal goals.

The following client comment captures the uniqueness of the service.

“Thank you for all your help in preparing me for my interview. It was definitely the key to my success in obtaining the post. It has not been an easy year for myself and it is nice to have some good news for a change. I will definitely come back to PRRT if I decide to do anything new again in the future. I have also highly recommended you to a number of colleagues and ex colleagues.”

As a result of government restrictions to reduce the spread of COVID-19, Coaching and Development primarily engaged with clients by telephone and online consultations using Webex. In some exceptional instances individuals attended Maryfield for face-to-face meetings in a COVID-19 safe environment.

People resources have varied over the year with a combination of sickness absence, maternity leave, maternity cover and the departure of the Head of Department after 22 years' service at PRRT. Since January 2022 an interim Head of Department has been in place.

Coaching Delivery

Initial targets were increased during the year to allow more clients to access coaching and development sessions. The initial target of coaching and development sessions was set as 525 for the year. This was reviewed and an in-year adjustment increased it to 640 sessions. The new target was exceeded with 705 sessions attended in 2021-22. This represents a 28.5% increase in sessions when compared to 2020-21.

Of these sessions 369 were delivered as Initial Appointments against the target of 395. (This target was also adjusted in year from 255 to 395).

Appointments were consistent between April and October 2021; however, the Omicron variant of COVID-19 had an impact in reducing appointments in late November and early December 2021. January to March 2022 showed a marked increase in demand for appointments. The overall demand has moved towards pre-COVID-19 levels which indicates the continuing demand for support in transition, personal development and an active retirement.

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Conducting coaching sessions by telephone and online with Webex has resulted in a reduction in cancellations and no shows with a total of 21 (less than 3%) for the year. The figures of 2020-21 was 20 (4%) and in 2019-20 pre-COVID-19 it was 65 (9%).

An objective of the Coaching and Development Service is to support clients in feeling more confident about making a transition from policing to another role. 94% of clients completing our satisfaction survey agreed with this statement. 94% of clients were either Very Satisfied or Satisfied with the overall service from Coaching and Development.

Despite the challenges delivering the service in 2021-22 client feedback included:

“Thank you for your help and guidance, it was very encouraging to talk over things with you and to look at the options I might have when I retire from the police.”

“Just to let you know I started work this week. Many thanks for your assistance over the last 12 months re competency interviews! I’m happy to know that I can ask for your assistance again at any time in my retirement.”

Internal Training Delivery

At the start of the 2021 all training courses delivered at Maryfield were cancelled to reduce the risk to clients and staff from COVID-19. Two new on-line training modules were designed, a Transferable Skills Module and a CV Writing Module. These were delivered via Zoom. Ten modules were delivered since May 2021 with 38 attendees. 87% of clients found the overall design of the course content was suitable for online training and 86% would use this method of training again. One client commented

“Well delivered and totally on point. Being virtual maybe helped avoid ramblings of other students. Comments were precise and relevant.”

Another client stated

“The course was quite good, but I would much prefer a classroom course.”

With easing of COVID-19 restrictions in late summer 2021, a revised one-day Skills and CV class-based course was designed and delivered commencing on 9th September 2021 in a COVID-19 safe manner. Stricter restrictions due to the Omicron variant at the end of 2021 meant further postponement of class-based courses until the restrictions were eased again in February 2022. A total of 12 class-based course were delivered with 67 attendees.

PRRT has taken all necessary precautions to mitigate the risk of the spread of COVID-19 within the Maryfield Complex. The Department of Health guidelines were followed on every occasion relating to the movement of people throughout the site. These were

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reviewed and updated on a regular basis. All clients who participated in classroom based training sessions were satisfied that PRRT had managed the risk satisfactorily.

98% of clients stated that the course achieved the agreed objectives and one client commented

“Course was very useful, not having done a CV or application form for years it's good to know how these are done now and also what transferable skills are developed and used as police officers.”

Training Support and Training and Education Outcomes

Coaching and Development provides financial assistance in the form of Training Support towards the cost of courses provided by external training and education establishments.

COVID-19 has had an impact on applications for Training Support. Postponement and cancellation of class-based courses across the training and education sectors; reduction in availability of practical training and testing (especially in Driving and Security arenas) has resulted in reduced demand for financial assistance especially during the early part of this year. In total there were 201 applications for Training Support.

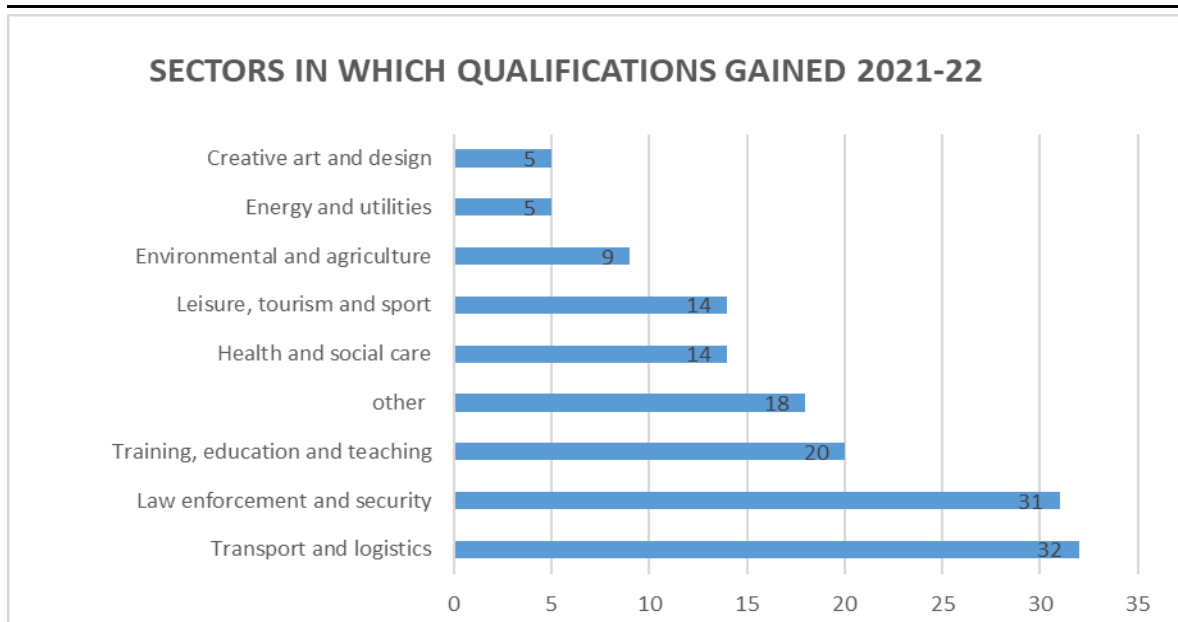
The target for 2021-22 was to support a minimum of 140 clients in the attainment of skills and qualifications by 31 March 2022, in the previous year 2020-21 the target was 100. Between April 2021 and the end of March 2022 a total of 148 clients completed courses and 117 acquired qualifications.

A client commented that:

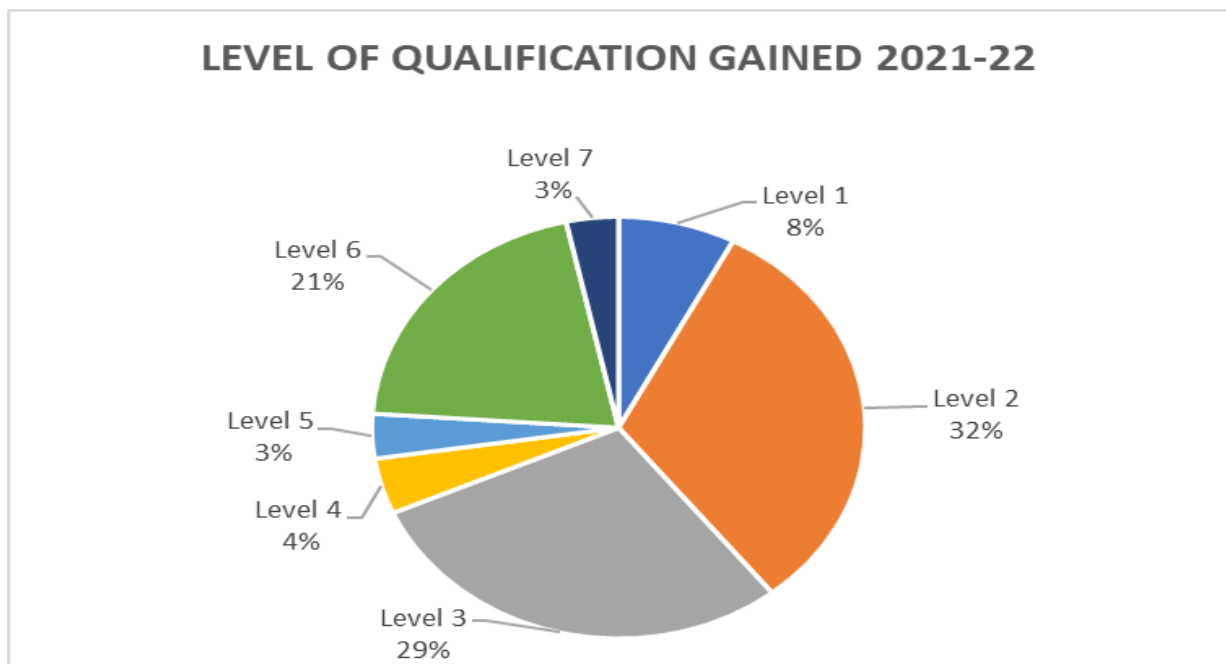
“I completed and passed my course; I couldn't have done it without the help of PRRT.”

Clients pursued training and qualifications across a range of sectors, this is illustrated in the bar chart below. Transport and Logistics (32 clients) and Law Enforcement and Security (31 clients) being the most popular, with Training, Education and Teaching being next (20 clients).

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Pie chart below illustrates the percentage of levels of qualifications achieved from April 2021 to end of March 2022. Qualifications at Level 2 (37 clients) and Level 3 (34 clients) were the most popular with Level 6 close behind (24 clients).



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

In December 2021 the 'Matrix' Assessor conducted a follow up and was reassured that the service continues to meet the standard a year on from an on-site audit. Further

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assessments will take place in 2022 ahead of the 3-year Accreditation Review due in 2023.

Community Advice Service

The advice service provided by Community Advice Newtownards and North Down continued to be restricted due to COVID-19. Client contacts were delivered by telephone for the majority of the year. A total of 7 sessions were delivered to clients during the year.

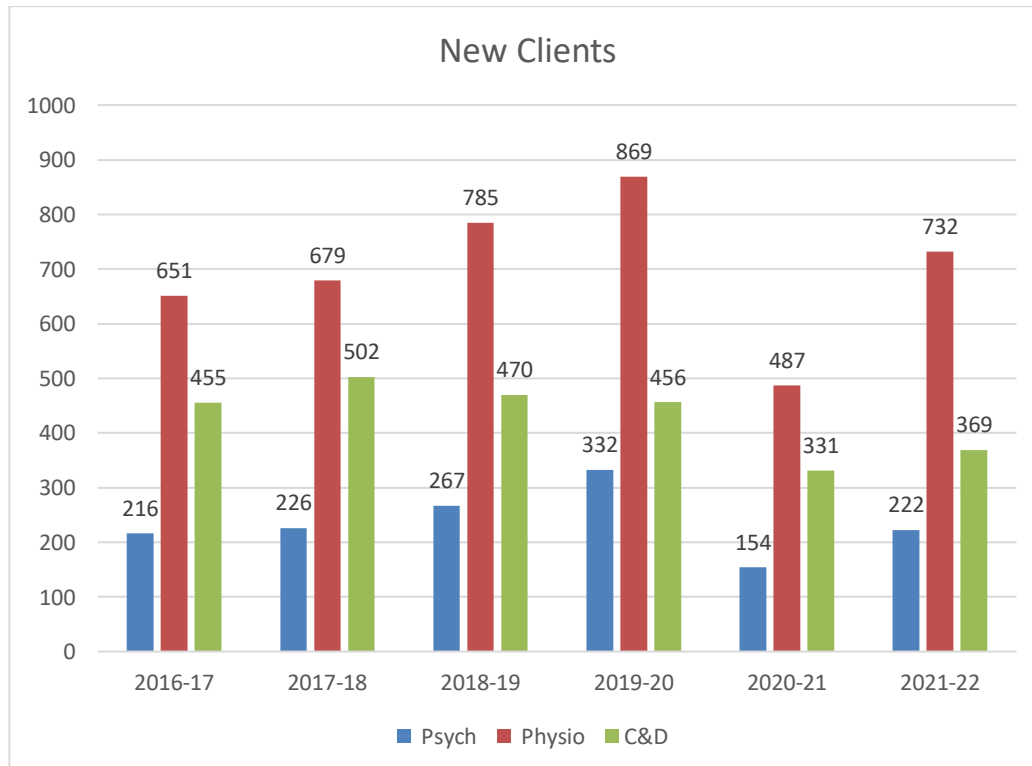
Work has been completed to introduce a new referral process which was introduced in March 2022. The current Community Advice contract finished at the end of March 2022. A tender process is currently being completed to provide this essential advice for the next three years.

Northern Ireland Prison Service Contract

In February 2022 the new NIPS contract commenced. A new member of staff will lead on this work with an initial phase of meeting and informing key stakeholders of the Coaching and Development service available to eligible clients.

Client Throughput by Department: 2016-17 to 2021-22

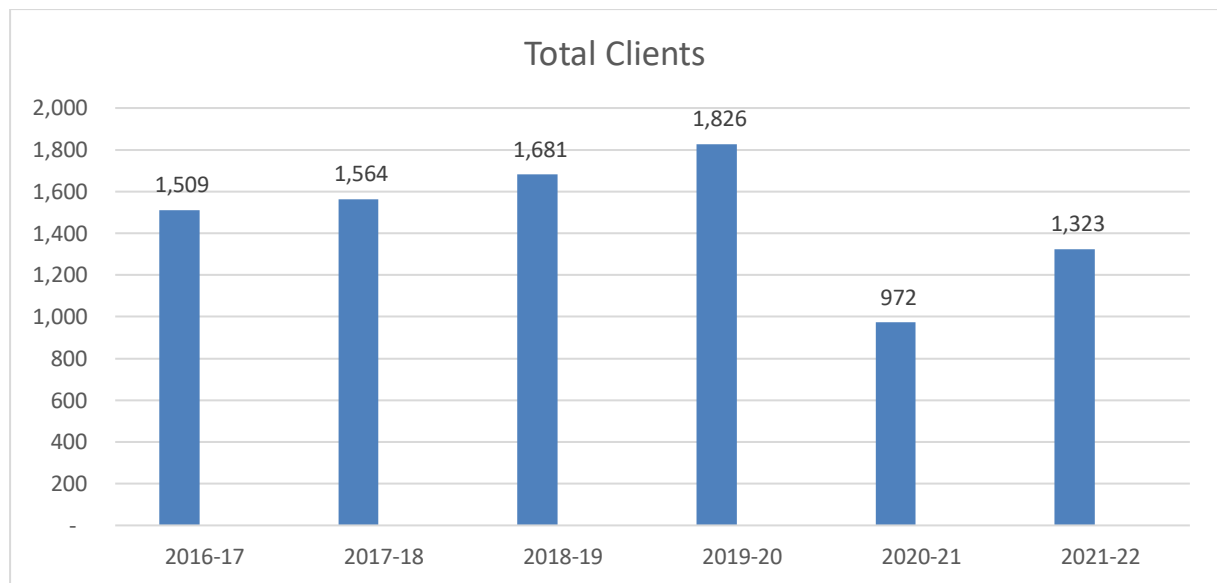
These figures are based on initial assessments in 1:1 sessions per year.



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Performance Summary: All clients

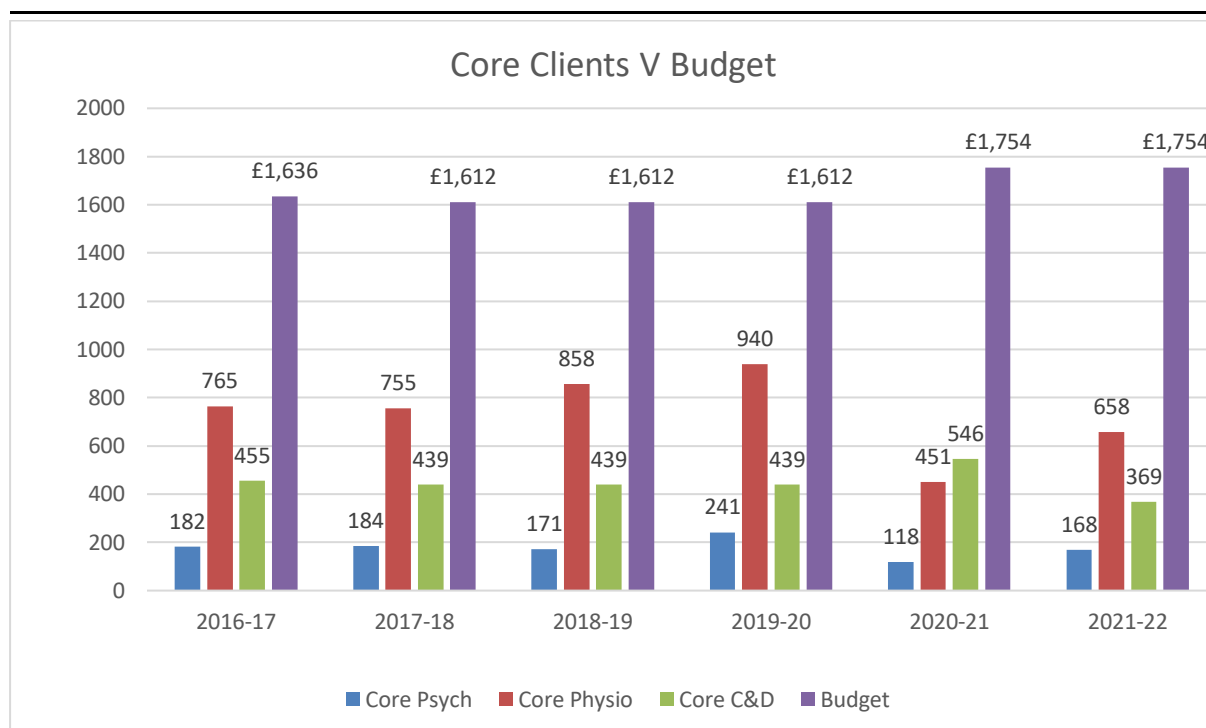
The purpose of this section is to illustrate PRRT’s ongoing performance and increasing demand and illustrate the impact of a static budget on service provision. As Accounting Officer for PRRT I am delighted with the service delivery provided throughout 2021-22. Client numbers in total increased by 37% (2020-21: -47%). This does not include those who are attending training courses.



Client numbers

The chart below illustrates the numbers of core clients accessing our services over the past 6 years. The increase in the number of core clients is reflective of the current COVID –19 pandemic. As the COVID-19 regulations relax we have seen an increase in the number of clients in the 2021-22 financial year.

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As the individual department's outcome and performance data have shown, we are continuing to achieve results for our core clients, despite the constraints of budget and the COVID-19 pandemic. In future strategic planning of service delivery, a continuing static budget will have potentially a negative impact on the level of services we are able to deliver.

During the year, through efficient use of resources, and by availing of monitoring rounds we have continued to manage our budget very effectively, ensuring the PRRT under/overspend is kept to a minimum.

PRRT's Capital expenditure amounted to a total of £103k during 2021-22 (2020-21: £92k). This was partly due to adaptations having to be carried out on several offices to equip them as suitable treatment rooms. In addition, expenditure was attributed to the upgrade of IT facilities to ensure adequate cyber security, future proofing and disaster recovery ability.

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Past Performance

Below is a summary of outcomes, performance and activities that took place within PRRT during 2021-22.

1. New Corporate Plan 2021-24

During the course of the year, the Board, SMT and staff developed new 'Vision and Values' for the organisation which formed the basis of our new 3-year Corporate Plan. This has been a significant progression for the Trust as it sets it out strategic direction for the next three years.

2. Heads of Department

Professor Alastair Black left the Trust after 22 years of professional and dedicated service. Alastair was Head of Psychological Therapies services and has built up a highly specialised service provision which has been recognised by both clients and stakeholders alike. He leaves behind a very strong legacy within this important area of our service for the Trust.

Sandra Herdman was Head of our Coaching and Development Department until she retired in December 2021. This department has grown and diversified since the inception of PRRT in 1999 and has become widely recognised as an important transitional support facility for officers retiring from their police careers.

3. NIPS Former Officers' Programme

During 2021, PRRT has been working diligently with NIPS to develop a new service provision for former officers. This arose as a result of the DoJ Minister commissioned the 'Walker Report' in 2020 which examined, in particular, the health and wellbeing of retired officers. PRRT were delighted to launch the new service on the 1 February 2022.

4. Review of Psychological Therapies

DoJ, through the October 2021 Monitoring Round, allocated funding for the purposes of reviewing our Psychological Therapies treatment services. As this is a primary healthcare provision within the Trust, the Board considered that it was important to undertake a review to look at new innovative techniques within treatment therapy and to examine best practice within this specialised field.

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5. Royal Visit

On the 6th October 2021, we were delighted to host a Royal Visit of the Duchess of Gloucester. The visit allowed PRRT to showcase first-hand the services offered by PRRT and, in particular, the Duchess was able to meet with a number of current and former clients who were beneficiaries of the Trust's services. The visit was also attended by the Chief Constable and Senior Officials from DoJ.

6. Ulster University Data Analytics

During the course of the year, PRRT commissioned Ulster University to undertake a scoping exercise relating to profiling trends and characteristics of clients within the Psychological Therapies Department. The university will conduct a data-mining exercise and, by applying artificial intelligence, will be able to assist the Trust in its 'Review' of this department.

7. New Security Vetting Protocols

In April 2021 the Trust reviewed its security vetting protocols with regards to clients attending its Maryfield site. In collaboration with the PSNI, a new security protocol was introduced in May 2021 in order to enhance the integrity and security of the Maryfield complex for the benefit of staff, clients and visitors.

8. Victims Pension Board

PRRT have entered into an 'Information Sharing Agreement' with the Victims Pension Board in Northern Ireland. As a result of the introduction of 'The Victims Payment Regulation 2020' in 2021, PRRT will assist clients and former clients with their submissions to the 'Trouble Permanent Payment Scheme' which came into effect on the 31 August 2021.

9. Promotion of PRRT's Services

PRRT have redesigned their promotional material to introduce a concept of a unified approach for marketing purposes. It is the aim of the Trust to undertake, participate and present their unified service provision to potential clients throughout Northern Ireland.

10. New Website

On 1 March 2022 PRRT launched its revamped website to take into account the ongoing work of the Trust. The new website will provide up to date information on its services and inform potential clients of ongoing clinical updates and advice on its range of specialised services.

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Future Plans

PRRT's aims, key targets and performance measures are agreed within the Trust's corporate and business planning process in consultation with the DoJ and approved by the Deputy Director of Policing Policy and Strategy Division. In addition, PRRT's Board and ARAC provide oversight in reviewing the Trust's ongoing performance against targets. The DoJ monitors the Trust's performance and activities on a continuing basis through a timely flow of information from the Trust.

In fulfilling its purpose, the Trust continues to provide services in the areas of mental health and physical rehabilitation, personal development, education, training and employment support.

The Minister of Justice has approved the overall aims for the Trust which are laid out in the Trust's Management Statement and Financial Memorandum (MSFM) with the DoJ. It is anticipated the present MSFM will be replaced by a new 'Partnership Agreement' in due course.

The Trust's Corporate aims are:

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

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

The Board is responsible for setting policy, approving the business strategy, agreeing the operating budget, and overseeing corporate governance. The Chair is responsible to the Minister of the DoJ. The Chair is responsible for ensuring that the Trust's policies and actions support the wider strategic policies of the Department and that the Trust's affairs are conducted with probity. The Chair shares corporate responsibilities with other Board members, in particular ensuring that the Trust fulfils the aims and objectives set by the DoJ and approved by the Minister.

Please see below the Trust's Key Objectives and associated Key Performance targets for 2022-23.

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| | 2022-23 |
|--|-------------|
| Psychological Treatment Services Targets | 222 Clients |
| External Review of Psychological Services | |
| Physiotherapy Treatment Services Targets | 750 Clients |
| Coaching and Development Targets | 750 Clients |
| Design and Commission New Intranet | |
| Re-validate IT System to ISO27001 | |
| Design and Implement New Client Management System | |
| Undertake Artificial Intelligence Project with UU | |
| Agree Terms and Conditions for New Lease for Maryfield Complex | |

PRRT has had an Environment Policy in place since 2019, with the primary aims to:

- Reduce waste
- Reduce where appropriate
- Recycle where possible

To date, with the clear understanding and support of PRRT's employees, clients and suppliers, the Trust has significantly gained traction in working towards these aims.

Since the 'Climate Change' Bill was introduced in Northern Ireland on 9 March 2022, it is important for PRRT's SMT to set out clear tangible and measurable objectives for 2022-23 in order to contribute to the Government's Net Zero Emissions targets by 2050.

These are as follows:

- Reduce the frequency of waste collected to landfill by 10%;
- Increase recycling activity by 10%;
- Reduce single use plastic by 15% (in accordance with DAERA guidelines on Plastic Reduction Action Plan, 2020-21);
- Apply DoJ framework procurement guidelines when purchasing the most cost effective and efficient assets;
- Expand our LED lighting capacity from the present 35% to 40%.

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It should be noted that PRRT's Maryfield Estate is occupied by 45% of mature indigenous and non-indigenous trees which are continually maintained. This has a significant bearing when it comes to the Trust offsetting their carbon footprint.

Budgets 2022-25

As you are aware, PRRT is block funded by DoJ on an annualised basis. This creates a financial risk for PRRT as it restricts short to medium term strategic planning. Within the latter part of the financial year, PRRT along with other public bodies prepared numerous Budget Planning exercises for the purposes of planning a new three-year Budget. This process was shelved due to the collapse of the Executive on 3 February 2022.

The Assembly passed the Budget Act (Northern Ireland) 2022 in March 2022 which authorised the cash and use of resources for all departments for the 2021-22 year, based on the Executive's final expenditure plans for the year. The Budget Act (Northern Ireland) 2022 also included a Vote on Account which authorised departments' access to cash and use of resources for the early months of the 2022-23 financial year.

The cash and resource balance to complete for the remainder of 2022-23 will be authorised by the 2022-23 Main Estimates and the associated Budget Bill based on an agreed 2022-23 Budget. In the event that this is delayed, then the powers available to the Permanent Secretary of the Department of Finance under Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 will be used to authorise the cash, and the use of resources during the intervening period.

PRRT's SMT will continue to closely monitor this situation and update the Board accordingly.

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Financial Performance

Financial Position at the Year End

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

During the year, an additional £103k was invested in fixed assets to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations for 2021-22 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 2021-22 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM comply with IFRS as adapted or interpreted for the public sector context.

DoJ continue to support and fund PRRT on a continuous basis. PRRT are currently researching potential demand for their services to be used on a wider basis across the DoJ. While the public sector currently operates on a one-year recurring budget, it is not ideal for longer term planning. We are, however, confident that the DoJ's funding support will continue as PRRT explore further opportunities for its specialised services. PRRT have no issues in regard to going concern.

Business Review Strategy

PRRT prepares annual Business Plans for Psychology, Physiotherapy, Coaching and Development and Finance and shared service departments. Each area monitors performance and reports regularly to the SMT and, on a bi-monthly basis, to the Board on the achievement of targets. Details of PRRT's service delivery activities for the year are provided in the Departmental Reports (pages 18-33); the main corporate deliveries are detailed in the following pages.

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Key Performance Indicators

Finance

- The target for producing month end management accounts was within 5 working days; this target was achieved on 12 out of 12 occasions.
- Annual accounts, annual report and audit working files were produced within the targets set.
- Payroll is completed within set deadlines each month.
- Annual budgets were completed on a timely basis.
- Updating financial systems/procedures was completed on time.
- Any internal and external audit points were addressed within target dates.
- Returns to DoJ were made within specified timescales.
- All payments where possible were processed within 30 days of receipt. The annual total was 97% with 10 days on average taken to pay suppliers.
- Outturn expenditure is within budget.

Human Resources

- Review HR and implement strategy in accordance with targets set.
- To achieve:
 - 1.25% or less short-term absence rate, actual 0.90%
 - 2.75% or less long-term absence rate, actual 5.75%
 - 4% or less overall absence rate, actual 6.65%

Work ongoing for the implementation of the PRRT Equality Scheme and Disability Action Plan, targets set have been met with reports being submitted to the Equality Commission, training undertaken and client feedback monitored. Accessibility Audit was also completed Early 2021.

Corporate Services

- A review of the IT risk management and accreditation documentation, systems and procedures were completed successfully up to 30 April 2022.
- Annual IT Health Check completed on 12 April 2022.
- The Business Continuity and IT contingency measures have been tested.
- Health & Safety meetings were held quarterly.
- Quarterly Governance Meetings were held with Sponsor Department.
- Corporate documents issued to the Board were updated.

Cross Departmental

- NIPS, PFNI, PSNI OHW and other DoJ bodies have benefited from PRRT services over the year. NIPS programme is unique in that the organisation allocated a budget to the project which enabled PRRT to effectively resource the project. It is more difficult to manage other projects as there is no funding commitment and therefore allocations can only be made when staff resources and services are available.

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- PRRT social media awareness continues to attract new followers. During this year the Facebook page has now reached 319 (2021: 96) followers and Twitter 399 (2021: 335). PRRT is also using LinkedIn where it currently has 290 followers.
- There were no data breaches during this period.
- PRRT continue to fully implemented the General Data Protection Regulations and the Data Protection Act 2018.

Principal Risks and Uncertainties

PRRT is block funded by DoJ on an annualised basis. This creates a financial risk for PRRT as it restricts short to medium term strategic planning. This is the second consecutive year that PRRT has received a budget allocation of £1,754k. A static budget is in effect a cut to the financial resources allocated to PRRT, as we have to meet inflationary costs and most notably increased pay awards for our staff. The combination of a static budget and increasing costs will inevitably lead to pressure on the delivery of services.

Budget and Resources

Budgeting Framework

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

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

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

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

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

DEL budgets are classified into resource and capital.

- Resource budgets are further split into non-ringfenced resource that pays for programme delivery and departmental running costs, and separately ringfenced

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resource that covers non-cash charges for depreciation and impairment of assets.

- Capital DEL is split into 'financial transactions' for loans given or shares purchased and 'general capital' for spending on all other assets or investments.

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

2021-22 Budget Position

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

The Budget Bill 2022 has received Royal Assent, there is currently 45% of the 2021-22 cash and resources available for use on the 2022-23 financial year up to July 2022. Following this, there is legal cover for this to be increased to 95% by the Department of Finance Permanent Secretary if an executive is not in place. Although this provides legislative cover, departments do not have a budgetary basis for planning.

The Finance Minister intends to provide each department with a contingency planning envelope for the 2022-23 for both Resource and Capital DEL, to allow for continuation of service delivery.

Future Development

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

During 2021-22 PRRT has worked with a number of organisations within the DoJ family.

- NIPS - providing psychological therapies and physiotherapy to serving prison officers.
- From February 2022 – NIPS Retired Officers, psychological therapies, physiotherapy and coaching and Development. This has been funded separately from NIPS.
- PSNI - providing physiotherapy to serving officers.
- YJA, FSNI, NIPB and the Courts Service - providing psychological therapies or physiotherapy for staff.

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Complaints Procedure

PRRT operates a five stage complaints procedure. All complaints will be investigated professionally and with the appropriate level of confidentiality. At times, the information may have to be shared with the individuals against whom the complaint has been made. The first stage is to try and seek resolution with the staff member concerned. Failing this, the matter moves to stage two where the Head of Department is required to investigate the incident. The third stage is escalation to the Chief Executive. If this is not satisfactory, the complaint can be escalated to Sponsor Department at DoJ. If this result is unsatisfactory, a referral can be made to the Northern Ireland Public Services Ombudsman.

During 2021-22 PRRT received 1 complaint (2020-21: 0).

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 2021-22, 61% (2020-21: 66%) of invoices were paid within 10 days and 97% (2020-21: 97%) were paid within 30 days, on average the number of days to pay all invoices was 10 days (2020-21: 10 days).

Sustainability and Environmental Matters

PRRT ensures that it minimises its environmental impact and is committed to continuing its drive on sustainable development by promoting and maintaining a positive and inclusive culture amongst staff and stakeholders. PRRT recycles paper, plastic, cardboard and cans, which has significantly reduced the amount of waste that is disposed of to landfill. In 2021-22, PRRT has significantly reduced the amount of waste is sent to landfill and the volume of single use plastics. Where possible, we use energy efficient motion detecting LED lighting which saves electricity.

Social Issues

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

As part of our Well Being staff group, PRRT endeavour to consider social issues. During Christmas 2021 staff collected food for its local food bank. PRRT nominates a charity each year and have fund raising events for the nominated charity.

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Respect for Human Rights

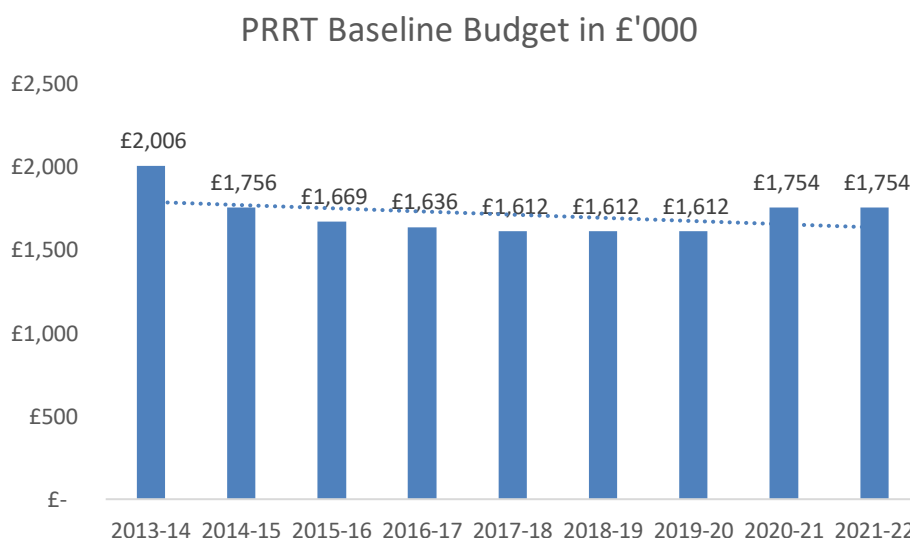
PRRT follows all guidelines set down and ensures staff undertake any necessary training.

Fraud and Bribery

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

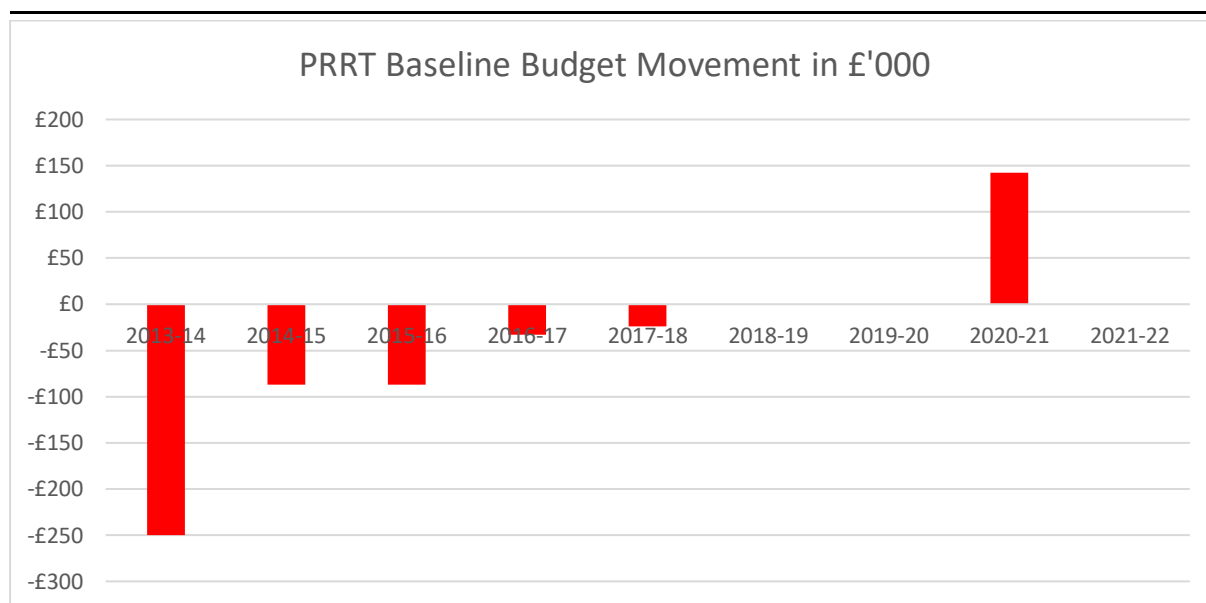
Long term expenditure trends

Baseline Budget for the period 2013-22: Over the period of 2013-14 to 2019-20, PRRT endured a budget cut of £394k (20%). However, in 2020-21 PRRT received additional budget of £142k to meet pressures that had previously been identified which was also included in the 2021-22 opening budget allocation. The budget for 2021-22 remained static at £1,754k. This will lead to pressures within the pay budget as there is no funding for the pay awards that staff are due.



Budget Movements for the period 2013-22: Between 2013-14 and 2019-20, PRRT's budget dropped from a baseline of £2,006k to £1,612k, a budget reduction of 19.6%. In 2020-21 the budget was increased by £142k which was an increase of 8.8% from 2019-20. This budget became the new baseline and is consistent for 2021-22.

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The core demand for PRRT services has been steady and indeed increasing over the past number of years. Psychological and Physiotherapy service demands have increased year on year with a 40% and 10% increase respectively from 2018-19 to 2019-20, while Personal Development demands show no sign of reducing. COVID-19 restrictions have led to a reduction in foot fall during the start of 2021-22, however, this has significantly increased to pre COVID-19 levels by the end of the year. A blended approach to service delivery has been implemented so clients can be seen both on-site and in a digital environment. PRRT anticipate that the level of demand will remain or increase for the foreseeable once COVID-19 restrictions have been lifted.

Following the resignation of the First Minister and the subsequent lack of an Executive, a Budget for 2022-23 could not be finalised. The Finance Minister wrote to departments to set out a way forward in the absence of an Executive to agree a Budget. This process involved DoF issuing departments with contingency planning envelopes for the 2022-23 financial year. These envelopes provided departments with an assessment of the minimum funding they could reasonably expect for 2022-23 and allowed departments to plan for expenditure until such times as a Budget could be agreed.

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

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

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Financial impact of COVID-19: Throughout the financial year 2021-22, additional bids were made to the DoJ in the monitoring rounds to cover COVID-19 related projects.

October Monitoring Round: £16.5K was allocated to fund an initiative which allowed 10 non urgent clients, who were on the Psychology waiting list during the COVID-19 pandemic, to engage in services. Prior to this, the emphasis had been on the urgent clients which meant that there was no capacity to take non urgent clients.

Undoubtedly, when the first lockdown measures arose in March 2020 it had an immediate impact upon PRRT's service delivery model, and therefore emphasis was placed on quickly adapting services for the benefit of clients and staff. The implementation of new technology and a blended approach of treatment and support services had a significant and positive tangible impact for PRRT to maintain its service which has assisted with the continuation of service delivery during the 2021-22 financial year.



Dr Norry Mc Bride
Chief Executive & Accounting Officer
Date: 07 June 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

Accountability Report

Corporate Governance Report

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

Directors Report

Chief Executive Dr Norry McBride

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

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

Re-appointment and retirement of Directors

All Board appointments in place at 31 March 2022 were made in line with the Commissioner for Public Appointments for Northern Ireland's Code of Practice and are appointed by the Permanent Secretary for the DoJ.

Register of Interests of Board Members

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

Related Party Transactions

These are detailed out in Note 12 of the financial statements.

Data Handling

Personal data means any information relating to a living person who can be identified, directly or indirectly, by reference to an identifier such as a name or an identification number, which links one with information about them. Given the background of the clients who attend PRRT there are considerable resources put into ensuring any risk related with data handling is mitigated as far as possible.

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The General Data Protection Regulations and the Data Protection Act 2018 came into force on the 25 May 2018. PRRT took a number of steps to update its policies, procedures and systems at that time to ensure that we were compliant with the legislation and we continue to review these policies and further develop procedures. A data protection officer is in place, within PRRT. There were no data breaches during the year (2020-21: 0).

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Statement of Accounting Officer's Responsibilities

Under paragraph 9 of statutory regulations, 2014 No. 163 – Police, DoJ has directed the PRRT to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of PRRT and of its income and expenditure, Statement of Financial Position and cashflows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

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

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Governance Statement

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

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

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

PRRT has a detailed system of internal controls that supports the achievement of PRRT policies, aims and objectives as set out in the annual Business Plan and agreed with the DoJ, whilst safeguarding the public funds and assets. This includes the effective management of financial and non-financial resources, as set out in good management practice as well as specific guidelines or instructions issued by the DoJ.

The governance framework has been in place at PRRT during the year ended 31 March 2022 and up to the date of approval of the Annual Report and Accounts and accords with the guidance contained within MPMNI.

Governance Framework

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

There are a number of key organisational roles and structures defined within the corporate governance arrangements – these are the Board of Directors, the Chief Executive as Accounting Officer, the SMT and the ARAC.

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The Board

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

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

Governance is delivered through the following Board structures:

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

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

| Attendees | Board Meetings | | | Audit and Risk Assurance Meetings | | |
|------------------|----------------|----------|--------------|-----------------------------------|----------|--------------|
| | No of meetings | Attended | % Attendance | No of meetings | Attended | % Attendance |
| Michele Larmour | 8 | 8 | 100 | | | |
| Oliver Wilkinson | 8 | 7 | 88 | 4 | 4 | 100 |
| Carol Ackah | 8 | 8 | 100 | 4 | 4 | 100 |
| Bernie McCrory | 8 | 8 | 100 | 4 | 2 | 50 |
| Mark Lindsay | 8 | 6 | 75 | 4 | 3 | 75 |
| Liam Kelly | 8 | 6 | 75 | | | |
| Ryan Henderson | 8 | 5 | 63 | 4 | 1 | 25 |

The Chief Executive, as Accounting Officer

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

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The Senior Management Team (SMT)

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

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

The Audit and Risk Assurance Committee (ARAC)

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

The Chair, along with other Board Members on the Committee, are remunerated for their overall role as Directors of the Board, with the exception of the statutory representatives who are not remunerated. ARAC meetings are convened as required, with at least four being held on an annual basis; both the Chief Executive and the Head of Finance and Shared Services normally attend each meeting. The ARAC has an established Terms of Reference. The responsibilities of the ARAC 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.

Sponsor Department – Department of Justice (DoJ)

PRRT operates under a Management Statement / Financial Memorandum (MSFM) with the DoJ. The MSFM sets out the broad framework within which PRRT operates. As part of the sponsorship arrangements, I meet regularly with the Head of the Sponsor Department within the DoJ to discuss PRRT performance against the objectives and targets set out in the annual Business Plan. In addition, there are formal Governance meetings held during the year. These meetings only took place in April 2021 and October 2021. Sponsor Department are available in the intervening period if the need arises.

The DoJ is provided with the minutes of Board and Committee meetings and is copied into financial reports and annual accounts. A DoJ representative attends the ARAC meetings in an observer capacity. As an Executive NDPB of the DoJ, PRRT complies

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with the '*Corporate Governance in Central Government Departments: Code of Good Practice*' to the extent that it is meaningful and relevant to do so.

Risk Management and Internal Control

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

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

The Corporate Risk Register will be reviewed during 2022-23, as set out above, and will be informed by internal organisation and wider environmental scanning. This approach ensures:

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

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

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

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

There were no new risks identified during the year.

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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 ARAC's annual report and also by comments made by the External Auditors, the DoJ Internal Auditors and other review agencies of the system of internal control.

The Internal Audit review for 2021-22 provided the following assurance levels for the areas audited:

| Area | Level of Assurance |
|--|--------------------|
| Provision of Psychological Services | Satisfactory |
| Provision of Physical Support Services | Satisfactory |
| Provision of Personal Development and Training Services (Now Coaching and Development) | Satisfactory |

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

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

Internal Audit Providers

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

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 ARAC 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.

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External Audit

The financial statements are audited by the C&AG for the NIAO. The C&AG is head of the NIAO and reports findings to the Northern Ireland Assembly. The C&AG and his staff are wholly independent of PRRT.

The audit fee for the work performed by the staff of the C&AG during the reporting period was £14k (2020-21: £13.6k). No amounts were paid to the auditors for non-audit work for 2021-22 (2020-21: £Nil).

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 2020-21 up until 30 April 2022. The annual IT Health Check has been extended till servers were replaced and so it could be tied in to the full ITHC and RMADs. This work is due to commence April 2022.

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

- The work of the Internal Auditors: during the year DoJ Internal Audit team provided an internal audit service in accordance with the standards defined in the Government Internal Audit Manual. They submitted regular reports together with recommendations for improvement.
- Audit and Risk Assurance 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 Department representatives.
- Comments made by the External Auditor in the Report to those charged with Governance.
- Completed Board evaluation questionnaire, issued by the National Audit Office (NAO).
- Completed Audit Committee evaluation questionnaire entitled "*Audit Committee Best Practice Checklist – Short Version*" issued by DoJ Internal Auditors.

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Significant Internal Control Issues Identified

- **Internal Audit**
No significant internal control issues identified.
- **External Audit**
No significant internal control issues identified.

PRRT Financial Statements for 2021-22 have been audited by the Northern Ireland Audit Office.

The audit of the financial statements for 2021-22 resulted in an audit fee which is £14K and is included in the other expenditure in the Statement of Comprehensive Net Expenditure. During the year the auditors did not provide any non-audit services.

Disclosure of Audit Information

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

Accounting Officer Statement on Assurance

In providing my statement on assurance I, as Accounting Officer, am informed by assurance given to me from a range of sources. These include the Annual Internal Audit Assurance Report which encompasses the satisfactory assurance in relation to risk management and corporate governance, the ARAC 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 meet its objectives effectively and efficiently.



Dr Norry McBride
Chief Executive & Accounting Officer
Date: 07 June 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

Remuneration and Staff Report

Remuneration Policy

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

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

All remuneration, incremental and cost of living increases are subject to DoF pay remit processes.

Service Contracts

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

Directors are non-executive and are appointed by the DoJ Minister, or in the absence of a Minister the Permanent Secretary of DoJ, for a fixed period.

Salary and pension entitlements

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

The following pay remits have all been approved during 2021-22: CEO (NICS) for 2018-19, 2019-20 and 2020-21, NJC for 2019-20 and 2020-21 and also the NHS Staff pay remit for 2019-20 and 2020-21. The CEO (NICS) for 2021-22 has been submitted and is not yet approved.

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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

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

Salary

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

Benefits in Kind

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

Pension Liabilities

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

List of Directors/Senior Staff and Remuneration– AUDITED INFORMATION

| | 2021-22 | | 2020-21 | |
|--|-----------------|--|-----------------|--|
| Officials – Paid Non-Executive Directors | Salary £'000 | Benefits in kind (to nearest £100) | Salary £'000 | Benefits in kind (to nearest £100) |
| Ms M Larmour – Chair | 5-10 | - | 5-10 | - |
| Mr O Wilkinson - Director | 0-5 | - | 0-5 | - |
| Dr C Ackah – Director | 0-5 | - | 0-5 | - |
| Ms B McCrory - Director | 0-5 | - | 0-5 | - |
| Mr M Lindsay - Director | - | - | - | - |
| Mr L Kelly - Director | - | - | - | - |
| Mr R Henderson – Director | - | - | - | - |

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The below salary disclosures are the rates paid in the year but are for actual hours worked in post. The Interim Head's of Psychology and Coaching and Development work less than a 35 hour week.

Pay Multiples – AUDITED INFORMATION

| | 2021-22 | | 2020-21 | |
|---|---|---|--|---|
| Officials – Senior Management Staff | Salary £'000 | Benefits in kind (to nearest £100) | Salary £'000 | Benefits in kind (to nearest £100) |
| Mr E Gaw – Retired Chief Executive (Retired August 2020) | 0-5 | - | 25-30 (60-65 full year equivalent) | - |
| Mrs M McGibbon – Interim Chief Executive and Head of Physiotherapy (Resigned January 2021) | 0-5 | - | 40-45 (55-60 full year equivalent) | - |
| Dr N McBride – CEO (December 2020 onwards) | 65-70 | - | 15-20 (60-65 full year equivalent) | - |
| Dr A Black – Head of Psychological Therapies Department (Resigned February 22) | 60-65 (70-75 full year equivalent) | - | 55-60 (70-75 full year equivalent) | - |
| Ms J Ritchie – Interim Head of Psychological Therapies Department (February 22 onwards) | 30-35 (50-55 full year equivalent) | - | - | - |
| Ms H Moore- Head of Physiotherapy Department (July 2020 onwards) | 55-60 (50-55 full year equivalent) | - | 35-40 (50-55 full year equivalent) | - |
| Ms S Herdman – Head of Personal Development & Training (Resigned December 21) | 30-35 | - | 35-40 | - |
| Dr T Meaklim – Interim Head of Coaching and Development (December 21 onwards) | 20-25 (40-45 full year equivalent) | - | - | - |
| Ms J Hood – Head of Finance & Shared Services (Resigned January 2021) | 0-5 | - | 35-40 (45-50 full year equivalent) | - |
| Ms K Connor – Head of Finance & Shared Services (December 2020 onwards) | 50-55 (50-55 full year equivalent) | - | 15-20 (45-50 full year equivalent) | - |

Salary includes back pay from approved pay remits. Full year equivalent is based on full year salary scale point and whole time equivalent. Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

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Fair Pay Disclosure - AUDITED INFORMATION

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

The banded remuneration of the highest-paid official (see previous table) at the end of the financial year 2021-22 was £65,000- £70,000 (2020-21: £70,000- £75,000). The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

| <u>2021-22</u> | 25th percentile | Median | 75th percentile |
|------------------------|-----------------------------------|---------------|-----------------------------------|
| Total remuneration (£) | 27,500 | 32,500 | 42,500 |
| Pay ratio | 2.45:1 | 2.08:1 | 1.59:1 |

The 2021-22 financial year is the first year disclosures in respect of the 25th percentile pay ratio and 75th percentile pay ratio are required and the 2021-22 Financial Reporting Manual does not require comparative figures to be disclosed for 2020-21.

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions.

The values for the salary component of remuneration for the 25th percentile, median and 75th percentile were £27,500 £32,500 and £42,500 respectively.

At 31 March 2021-22, 0 (2020-21, 1) employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £18,562 to £66,736 (2020-21: £16,755 to £70,206) based on FTE rates.

No exit packages were paid during the 2021-22 year.

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Pensions of Senior Management – AUDITED INFORMATION.

| Officials | Accrued pension at age 60 as at 31/3/22 and related lump sum | Real increase in pension and related lump sum at age 60 | CETV at 31/3/22 | CETV at 31/3/22 | Real increase in CETV | Employer contribution to partnership pension account |
|---|--|---|-----------------|-----------------|-----------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | Nearest £100 |
| Mr E Gaw – Retired Chief Executive (Retired August 2020) | - | - | - | - | - | 100 |
| Mrs M McGibbon – Retired Interim Chief Executive and Head of Physiotherapy (July 2020-January 2021) | - | - | - | - | - | 400 |
| Dr N McBride – CEO (December 2020 onwards) | - | - | - | - | - | 10,700 |
| Dr A Black – Head of Psychological Therapies Department (Resigned February 22) | - | - | - | - | - | 3,700 |
| Ms J Ritchie – Interim Head of Psychological Therapies Department (February 22 onwards) | - | - | - | - | - | 2,000 |
| Ms H Moore- Head of Physiotherapy Department (July 2020 onwards) | - | - | - | - | - | 3,500 |
| Ms S Herdman – Head of Coaching and Development (Resigned December 21) | - | - | - | - | - | 2,000 |
| Dr T Meaklim – Interim Head of Coaching and Development (December 21 onwards) | - | - | - | - | - | 1,200 |
| Ms J Hood – Head of Finance & Shared Services (April 2020-January 2021) | - | - | - | - | - | 500 |
| Ms K Connor – Head of Finance & Shared Services | - | - | - | - | - | 3,100 |

THE POLICE REHABILITATION AND RETRAINING TRUST

Directors have no pension entitlement from PRRT. For PRRT employees, a workplace pension arrangement is in place. The employer makes a basic contribution of 6% of basic salary into a personal pension plan, for the majority of employees, with the exception of the Chief Executive. Employees also make personal contributions. Previous members of SMT have received the employer pension contributions on backpay from approved pay remits.

Staff Report – AUDITED INFORMATION

The staff headcount breakdown for PRRT at 31 March 2022 analysed by category was as follows:

| | 2021-22 | 2020-21 |
|--------------------------|-----------|-----------|
| Physiotherapy | 6 | 5 |
| Psychology | 8 | 8 |
| Services Administration | 5 | 5 |
| Coaching and Development | 5 | 4 |
| Management and admin | 3 | 4 |
| Corporate Services | 3 | 3 |
| Finance | 3 | 3 |
| Housekeeping | 3 | 3 |
| Chief Executive Office | 1 | 1 |
| TOTAL | 37 | 36 |

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

Particulars of Employees – AUDITED INFORMATION

The average number of full-time equivalent persons employed by PRRT during the financial year, including the Directors and Associates, amounted to 45 (2020-21: 43). 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 | 2021-22 £ Total | 2020-21 £ Total |
|-----------------------|----------------------------------|----------------------------|-----------------------|-----------------------|
| Wages and salaries | 1,123,615 | 3,434 | 1,127,049 | 1,104,983 |
| Social Security costs | 114,049 | - | 114,049 | 100,020 |
| Other Pension costs | 75,069 | - | 75,069 | 69,188 |
| | 1,312,733 | 3,434 | 1,316,167 | 1,274,191 |

THE POLICE REHABILITATION AND RETRAINING TRUST

Directors' Remuneration – AUDITED INFORMATION

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

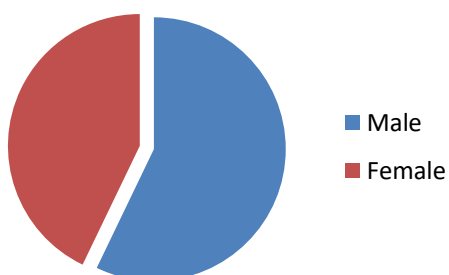
| | 2021-22 £ 25,000 | 2020-21 £ 25,000 |
|-------------------------|-------------------------------|-------------------------------|
| Remuneration receivable | <u>25,000</u> | <u>25,000</u> |

Staff Composition

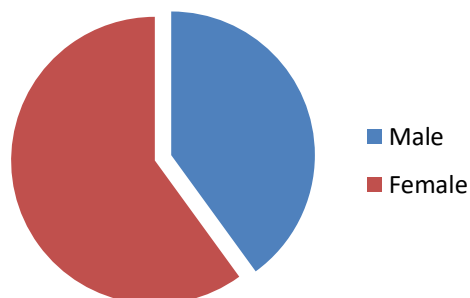
The key resource within PRRT is the staff it employs. Expenditure on staffing represents the largest area of spend by PRRT. Expenditure on staff during the year was £1,316k (2020-21: £1,274k).

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

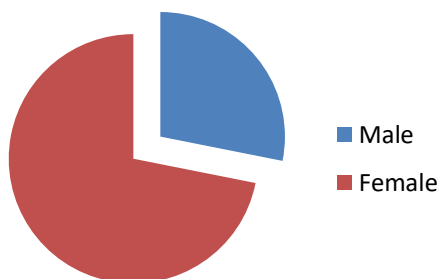
**Number of Board Members
by gender**



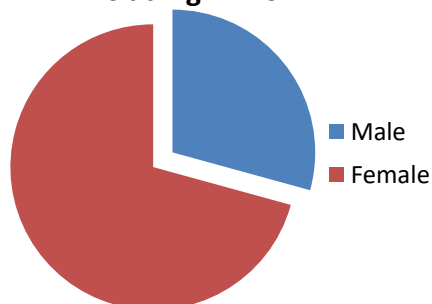
**Number of Senior
Management Team by gender**



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



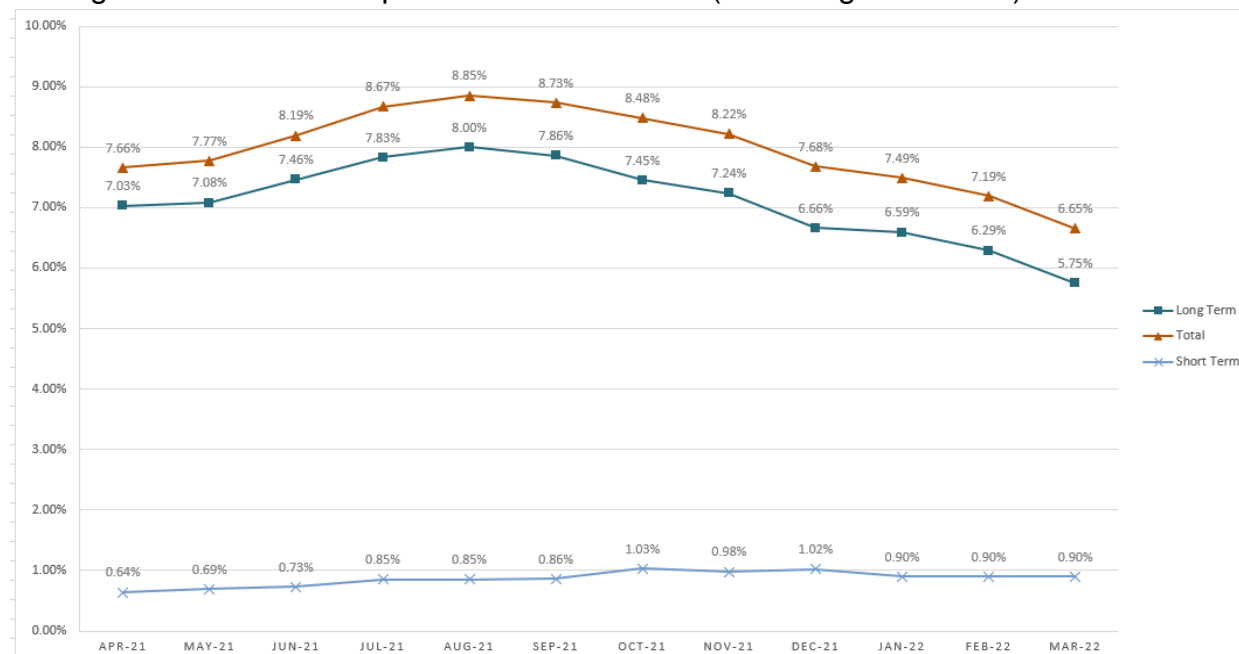
**Number on PRRT Payroll
including NEDs**



THE POLICE REHABILITATION AND RETRAINING TRUST

Absence Data

Rolling 12 Month Period April 2021 – March 2022(excluding COVID-19)



PRRT's long-term absence figure is 5.75% (2021: 7.02%), PRRT target is 2.75%. The statistic is lower than last year due to the return to work or resignation of long-term sick staff. As at 31 March 2022 there are no staff off on long-term sick. This high level of long-term absence has, in turn, impacted on PRRT's overall sickness absence percentage, bringing it to 6.65% (2021: 7.57%) (against a target of 4% for the 2021-22 financial year).

PRRT short term absence is 0.90% (2021: 0.54%) over the course of the year and this falls below our target of 1.25%.

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

- Return to work meetings take place with all staff for all periods of sickness absence.

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

Off-Payroll Appointments

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

Equal Opportunities and Diversity

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

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

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

Equal Opportunities and Recruitment

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

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Employment of Disabled Persons

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

Accountability and Audit Report

Accountability Disclosure Notes

Losses and special payments - AUDITED INFORMATION

There were no losses or special payments required for disclosure in 2021-22 and 2020-21.

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 £ | (Deficit) £ |
|------------|-------------|----------------|----------------|
| Healthcare | 76,807 | 84,341 | (7,534) |
| Training | 6,561 | 132,319 | (125,758) |

The information provided above is for fees and charges purposes

Remote Contingent Liabilities – AUDITED INFORMATION

There were no contingent liabilities requiring disclosure. There are no significant remote contingent liabilities during 2021-22 that require disclosure.



Dr Norry McBride
Chief Executive & Accounting Office
Date: 07 June 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

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

Opinion on financial statements

I certify that I have audited the financial statements of the Police Rehabilitation and Retraining Trust for the year ended 31 March 2022 under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards as adopted by the European Union and interpreted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of Police Rehabilitation and Retraining Trust's affairs as at 31 March 2022 and of the Police Rehabilitation and Retraining Trust's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014 and Department of Justice directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

THE POLICE REHABILITATION AND RETRAINING TRUST

My staff and I are independent of the Police Rehabilitation and Retraining Trust in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

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

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

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

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

Other Information

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

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial

THE POLICE REHABILITATION AND RETRAINING TRUST

statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

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

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

Matters on which I report by exception

In the light of the knowledge and understanding of the Police Rehabilitation and Retraining Trust and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Accounting Officer is responsible for:

THE POLICE REHABILITATION AND RETRAINING TRUST

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- assessing the Police Rehabilitation and Retraining Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Police Rehabilitation and Retraining Trust will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014.

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

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

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Police Rehabilitation and Retraining Trust through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included governing legislation and any other relevant laws and regulations identified;
- making enquires of management and those charged with governance on Police Rehabilitation and Retraining Trust's compliance with laws and regulations;

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- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of Police Rehabilitation and Retraining Trust's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business; and

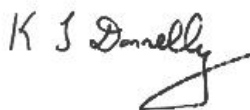
THE POLICE REHABILITATION AND RETRAINING TRUST

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

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

Report

I have no observations to make on these financial statements.



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

23 June 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Comprehensive Net Expenditure

For The Year ended 31 March 2022

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

| | Note | 2021-22 £ | 2020-21 £ |
|---|------|-------------------------|-------------------------|
| Revenue from contracts with customers | 4 | (156,112) | (96,810) |
| Other Operating Income | 4 | <u>(1,649)</u> | <u>(868)</u> |
| Total operating income | | <u>(157,761)</u> | <u>(97,678)</u> |
| Staff costs | 3 | 1,316,167 | 1,274,191 |
| Depreciation and impairment charges | 3 | 60,862 | 58,553 |
| Other operating expenditure | 3 | <u>588,822</u> | <u>557,448</u> |
| Total operating expenditure | | <u>1,965,851</u> | <u>1,890,192</u> |
| Net expenditure for the year | | <u>1,808,090</u> | <u>1,792,514</u> |
| Comprehensive net expenditure for the year | | <u>1,808,090</u> | <u>1,792,514</u> |

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

The notes on pages 79 to 86 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Financial Position

As at 31 March 2022

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

| | Note | 2022 £ | 2021 £ |
|--|------|------------------|------------------|
| Non-current assets: | | | |
| Property, plant and equipment | 6 | 201,086 | 158,879 |
| Total non-current assets | | <u>201,086</u> | <u>158,879</u> |
| Current assets: | | | |
| Trade and other receivables | 8 | 64,158 | 80,695 |
| Cash and cash equivalents | 7 | <u>63,001</u> | <u>48,419</u> |
| Total current assets | | <u>127,159</u> | <u>129,114</u> |
| Total assets | | <u>328,245</u> | <u>287,993</u> |
| Current liabilities: | | | |
| Trade and other payables | 9 | <u>(324,667)</u> | <u>(341,325)</u> |
| Total current liabilities | | <u>(324,667)</u> | <u>(341,325)</u> |
| Total assets less current liabilities | | <u>3,578</u> | <u>(53,332)</u> |
| Total assets less liabilities | | <u>3,578</u> | <u>(53,332)</u> |
| Taxpayers' equity and other reserves | | | |
| General reserve | | <u>3,578</u> | <u>(53,332)</u> |
| | | <u>3,578</u> | <u>(53,332)</u> |

The Financial Statements on pages 75 to 78 have been approved by the Board and were signed on 07 June 2022 on its behalf by:



Dr Norry McBride
Chief Executive

The notes on pages 79 to 86 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

For The Year ended 31 March 2022

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

| | Note | 2021-22 £ | 2020-21 £ |
|--|------|--------------------|--------------------|
| Cash Flows from operating activities | | | |
| Net operating expenditure | | (1,808,090) | (1,792,514) |
| Adjustment for non-cash Transactions | 3 | 60,862 | 58,553 |
| Decrease in trade and other receivables | 8 | 16,537 | 1,780 |
| Decrease in trade and other payables | 9 | (16,658) | (54,393) |
| Net cash outflow from operating activities | | (1,747,349) | (1,786,574) |
| Cash flows from investing activities | | | |
| Purchase of property and equipment | 6 | (103,069) | (92,092) |
| Net cash outflow from investing activities | | (103,069) | (92,092) |
| Cash flows from financing activities | | | |
| Grants from Sponsor Department | | 1,865,000 | 1,880,000 |
| Net financing | | 1,865,000 | 1,880,000 |
| Net increase in cash and cash equivalents in the period | | 14,582 | 1,334 |
| Cash and cash equivalents at beginning of the period | 7 | 48,419 | 47,085 |
| Cash and cash equivalents at the end of the period | 7 | 63,001 | 48,419 |

The notes on pages 79 to 86 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Changes in Taxpayer's Equity

For The Year ended 31 March 2022

This statement shows the movement in the year on the different reserves held by PRRT, analysed into 'general fund reserves' (i.e., those reserves that reflect a contribution from the Consolidated Fund). The General Fund represents the total assets less liabilities of an Agency, to the extent that the total is not represented by other reserves and financing items.

| | General Reserve £ | Total Taxpayers' Equity £ |
|---|----------------------------------|--|
| Balance at 1 April 2020 | (140,818) | (140,818) |
| Changes in Taxpayers' Equity 2020-21 | | |
| Grants from Sponsor Department | 1,880,000 | 1,880,000 |
| Comprehensive Expenditure for the year | (1,778,914) | (1,778,914) |
| Auditors' Remuneration | (13,600) | (13,600) |
| Balance at 31 March 2021 | (53,332) | (53,332) |
| Changes in Taxpayers' Equity 2021-22 | | |
| Grants from Sponsor Department | 1,865,000 | 1,865,000 |
| Comprehensive Expenditure for the year | (1,794,090) | (1,794,090) |
| Auditors' Remuneration | (14,000) | (14,000) |
| Balance at 31 March 2022 | 3,578 | 3,578 |

The notes on pages 79 to 86 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2022

Notes to the Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2021-22 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (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 [for the reportable activity] are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1. Accounting Convention

These accounts 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 (£).

Income

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

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the item.

Depreciation

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

| | | |
|-----------------------|-----------|---------------|
| Building Improvements | - 7 Years | Straight-line |
| Plant and Machinery | - 4 years | Straight-line |
| Fixtures and Fittings | - 5 years | Straight-line |
| Computer Equipment | - 3 years | Straight-line |

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2022

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

Operating Lease Agreements

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

Taxation

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

Pension Costs

PRRT operates a defined contribution pension scheme for employees into which PRRT pays 6% for employees that are opted in. The assets of the scheme are held separately from those of PRRT. The annual contributions payable are charged to the Statement of Comprehensive Net Expenditure. The employer pension contributions are currently under review.

1.2 Impending Application of Newly Issued Accounting Standards Not Yet Effective

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2020 but which have not been adopted. IFRS 16: Leases replaces IAS 17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirements of the FReM, IFRS 16 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022.

The application of IFRS 16 would mean that once the PRRT Maryfield lease is approved the total value of lease payments including interest over the duration of the lease would be capitalised and included in Property, Plant and Equipment as a right to use asset. The Liability for the lease payments will also be reflected in the notes to the accounts.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2022

2. Segmental Reporting

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

3. Other Operating Expenditure

| | 2021-22 | 2020-21 |
|--|------------------|------------------|
| | £ | £ |
| Staff Costs ¹ : | | |
| Wages and Salaries | 1,127,049 | 1,104,983 |
| Social Security Costs | 114,049 | 100,020 |
| Other Pension Costs | 75,069 | 69,188 |
| Psychological therapies | 4,828 | 6,508 |
| Physiotherapy | 108,536 | 67,212 |
| Personal development & training | 35,201 | 37,141 |
| Rehabilitation support | 1,631 | 2,451 |
| Projects | 33,766 | 15,205 |
| Establishment costs | 277,815 | 269,576 |
| Information technology | 56,480 | 68,574 |
| Finance charges | 218 | 143 |
| Running costs | 70,347 | 90,638 |
| Non-cash items: | | |
| Depreciation of owned plant and equipment | 625 | 15,427 |
| Depreciation of leased property, plant and equipment | 60,237 | 43,126 |
| Total | <u>1,965,851</u> | <u>1,890,192</u> |

¹Further analysis of staff costs is located in the Staff Report on page 63.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2022

4. Other Operating Income

| | 2021-22 | 2020-21 |
|--------------------------|----------------|---------------|
| | £ | £ |
| Healthcare income | 77,861 | 38,547 |
| Miscellaneous income | 33,290 | 18,954 |
| Service charges | 40,049 | 40,177 |
| Training income | 6,561 | - |
| | <u>157,761</u> | <u>97,678</u> |
| Contracts with Customers | 156,112 | 96,810 |
| Other Operating Income | 1,649 | 868 |
| | <u>157,761</u> | <u>97,678</u> |

5. Tax Credit

(a) Analysis of credit in the year

| | 2021-22 | 2020-21 |
|---|--------------|--------------|
| | £ | £ |
| Current tax | | |
| UK Corporation tax based on the results for the year at 19% (2021: 19%) | <u>(588)</u> | <u>(471)</u> |
| Total current tax credit | <u>(588)</u> | <u>(471)</u> |

(b) Factors affecting current tax charge

The tax assessed is based on the result for the year adjusted for items which are non-assessable or disallowed income on ordinary activities at the standard rate of corporation tax in the UK of 19% (2021: 19%).

| | 2021-22 | 2020-21 |
|---|--------------|--------------|
| | £ | £ |
| Expenditure on ordinary activities before taxation | (3,094) | (2,478) |
| Tax on profit on ordinary activities at standard CT rate of 19% (2021: 19%) | - | - |
| Effects of: | | |
| Adjustment to tax charge in respect of previous periods | <u>(588)</u> | <u>(471)</u> |
| Tax credit for the period | <u>(588)</u> | <u>(471)</u> |

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Notes to the Accounts

Year ended 31 March 2022

6. Property, Plant and Equipment

2021-22

| | Building Improvements £ | Plant & Machinery £ | Fixtures & Fittings £ | Computer Equipment £ | Total £ |
|-------------------------|-------------------------------|---------------------------|-----------------------------|----------------------------|------------------|
| Cost | | | | | |
| At 1 April 2021 | 1,546,704 | 155,643 | 280,169 | 370,300 | 2,352,816 |
| Additions | - | 4,163 | 29,147 | 49,937 | 83,247 |
| WIP | - | - | 12,307 | 7,515 | 19,822 |
| At 31 March 2022 | 1,546,704 | 159,806 | 321,623 | 427,752 | 2,455,885 |
| Depreciation | | | | | |
| At 1 April 2021 | 1,546,079 | 112,778 | 251,094 | 283,986 | 2,193,937 |
| Charge for the period | 625 | 16,233 | 10,333 | 33,671 | 60,862 |
| At 31 March 2022 | 1,546,704 | 129,011 | 261,427 | 317,657 | 2,254,799 |
| Net Book Value | | | | | |
| At 31 March 2022 | - | 30,795 | 60,196 | 110,095 | 201,086 |
| At 31 March 2021 | 625 | 42,865 | 29,075 | 86,314 | 158,879 |

2020-21

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

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Notes to the Accounts

Year ended 31 March 2022

7. Cash and cash equivalents

| | 2021-22 | 2020-21 |
|---|---------------|---------------|
| | £ | £ |
| Balance at 1 April | 48,419 | 47,085 |
| Net Change in cash and cash equivalents | 14,582 | 1,334 |
| Balance at 31 March | <u>63,001</u> | <u>48,419</u> |

The following balances at 31 March were held at:

| | | |
|-----------------------------------|---------------|---------------|
| Commercial banks and cash in hand | <u>63,001</u> | 48,419 |
| Balance at 31 March | <u>63,001</u> | <u>48,419</u> |

8. Trade receivables, financial and other assets

| Amounts falling due within one year: | 2021-22 | 2020-21 |
|--------------------------------------|---------------|---------------|
| | £ | £ |
| Trade receivables | 8,243 | 13,819 |
| Prepayments and accrued income | 55,327 | 66,405 |
| Tax Credit | 588 | 471 |
| | <u>64,158</u> | <u>80,695</u> |

9. Trade payables, financial and other liabilities

| Amounts falling due within one year: | 2021-22 | 2020-21 |
|--------------------------------------|----------------|----------------|
| | £ | £ |
| Trade payables | 19,426 | 28,227 |
| Other payables | 134,470 | 102,448 |
| Accruals and deferred income | 170,771 | 210,650 |
| | <u>324,667</u> | <u>341,325</u> |

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Notes to the Accounts

Year ended 31 March 2022

10. Commitments under operating leases

At 31 March 2022 there were total future minimum lease payments under operating leases as set out below:

| | 2021-22 | 2020-21 |
|---|----------------------|-----------------------|
| | £ | £ |
| Obligations under operating leases comprise: | | |
| Buildings | | |
| Not later than one year | 18,500 | 111,000 |
| Later than one year and not later than five years | <u>-</u> | <u>18,500</u> |
| | <u>18,500</u> | <u>129,500</u> |
| | | |
| Other | | |
| Not later than one year | 1,891 | 473 |
| Later than one year and not later than five years | <u>315</u> | <u>-</u> |
| | <u>2,206</u> | <u>473</u> |

PRRT's lease for the Maryfield Complex had an option to break dated 31 May 2020. PRRT and the DoJ (the landlord) have agreed that PRRT will continue to occupy the site until the end of the lease agreement dated to 31 May 2022. The future lease obligations in respect of this have been disclosed above. The new lease is currently under negotiation and has not yet been agreed.

11. Capital Commitments

At 31 March 2022 authorised future capital expenditure amounted to £Nil (2021: £Nil). PRRT has no commitment to capital expenditure at the year end.

12. Related Party Transactions

PRRT is a Non-Departmental Public Body of the DoJ. PRRT was under the control of the Board of Directors throughout the current year. The DoJ is regarded as a related party. During the year, PRRT has had a number of material transactions with DoJ and its various bodies including: PSNI, NIPS, PSNI OHW, FSNI, YJA, NI Courts and Tribunal Services and PFNI. The PRRT has supplied bespoke training, psychological therapies and physiotherapy services and assessments to these bodies.

PRRT received service charges and other charges totalling £34,196 (2021: £33,377) from Northern Ireland Police Fund, and charges of £5,852 (2021: £6,800) from Northern Ireland Retired Police Officers Association (NIRPOA) during the year. At the year-end PRRT was owed £Nil (2021: £584) from NIRPOA.

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Notes to the Accounts

Year ended 31 March 2022

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

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

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

13. Events after the Reporting Date

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

Date of authorisation for issue

The Annual Report and Financial Statements were authorised by the Accounting Officer to be issued on 23 June 2022.