

Police Rehabilitation & Retraining Trust
Annual Report and Accounts

For the year ended 31 March 2023



**Rehabilitation and
Retraining Trust**

[BLANK PAGE]

**Police Rehabilitation & Retraining Trust
Annual Report and Accounts**

For the year ended 31 March 2023

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

07 July 2023

THE POLICE REHABILITATION AND RETRAINING TRUST

© Police Rehabilitation & Retraining Trust copyright 2023.

This information is licensed under the Open Government Licence v3.0. To view this licence visit :
<http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3>

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

Any enquiries regarding this document should be sent to us at info@prrt.org.

This publication is also available for download from our website at www.prrt.org

THE POLICE REHABILITATION AND RETRAINING TRUST

Contents

Chair's Foreword	7
Performance Report	9
Chief Executive's Foreword	9
Non-Executives' Report	12
Performance Overview	14
Performance Analysis.....	18
Psychological Therapies Department	18
Physiotherapy Department.....	25
Coaching and Development	31
Financial Performance	422
Long term expenditure trends	477
Accountability Report.....	49
Corporate Governance Report	49
Directors Report.....	49
Statement of Accounting Officer's Responsibilities.....	51
Governance Statement	52
Remuneration and Staff Report	59
Assembly Accountability Disclosure Notes	70
The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly.....	71
Financial Statements	777
Notes to the Accounts	82

THE POLICE REHABILITATION AND RETRAINING TRUST

[BLANK PAGE]

THE POLICE REHABILITATION AND RETRAINING TRUST

Chair's Foreword

It is a pleasure, after my fourth year as Chair, to introduce the Annual Report of the Police Rehabilitation and Retraining Trust (PRRT) covering the period from 1 April 2022 to 31 March 2023.

The Chief Executive Officer's (CEO) commentary outlines another successful year with highlights on the comprehensive programme of work undertaken. While transitioning from the worst of the COVID pandemic, PRRT staff have delivered a blended approach of services across Psychology, Physiotherapy and Coaching and Development to the core group of clients (i.e. retired and retiring police officers from the Royal Ulster Constabulary (RUC) and Police Service of Northern Ireland (PSNI)). This was in addition to clinical services offered to the wider Department of Justice family, in particular serving and retired Prison Officers.

The services delivered were measured by the achievement of Performance Indicators and the monitoring of successful outcomes for clients. This includes their high levels of satisfaction and ongoing positive feedback, which presents an extremely clear picture on the difference PRRT is making to clients' mental and physical wellbeing. In conjunction with this, we have accurate and timely financial reporting, the effective management of the budget, and satisfactory Internal Audit Reports. The Trust estate has undergone significant improvements, a new 10-year lease has been agreed, and IT provision upgraded with further IT system development planned for 2023-24.

The demand for PRRT services, within the safe and confidential environment, has continued unabated. I am pleased to update the funding received last year enabled an independent review of our Psychological Therapies, a primary healthcare provision within the Trust. This important work explored best practice and new, innovative approaches within this highly specialised field. The findings and recommendations were presented in March 2023 and implementation will ensure the Trust continues to transform and adapt to best meet the needs of our clients in the years ahead. Physiotherapists have also been appointed, with providers within remote areas applying to complete the network of provision across the province. Additionally, the Coaching and Development Department successfully achieved reaccreditation for their services by Matrix.

Together with my colleagues on the PRRT Board I wish to convey our deep appreciation for the efforts, commitment, and resilience of staff in ensuring our clients who everyday use PRRT services receive outstanding care. The Board conducted a three-week staff engagement exercise which provided invaluable feedback from across all departments. This informed the establishment of new communication groups

THE POLICE REHABILITATION AND RETRAINING TRUST

to strengthen our engagement and relationships with clients, staff and stakeholders. I am immensely proud to be working with such talented professionals and a committed team of Board members, who collectively have contributed to the excellent services provided by PRRT, with clear governance and accountability.

There has been a number of changes to the PRRT Board membership during the period. I extend my sincere thanks to the outgoing members Carol Ackah, Oliver Wilkinson, Mark Lindsay, Liam Kelly and Ryan Henderson for their outstanding contributions. The application of their knowledge and skills has greatly assisted the Trust to adapt, transform and deliver effectively during their years of tenure and most recently in response to the COVID pandemic demands. I welcome our new Board members Paula Kealey, Julie Aiken, Anthony McNally, Damian Walsh and John Perry. I look forward to working with them, alongside Bernie McCrory, whose Board membership, as well as my own, has been extended for a further year.

PRRT has risen to significant challenges during this period, responding quickly, flexibly and effectively to unpredictable events, prioritising our clients, in particular those with complex needs and who are most vulnerable. We are committed to continuing our work to better understand the issues facing our clients, and consolidate good practice in shaping the future delivery of our services. We will continue to be ambitious in our drive to promote and deliver excellent services across the Trust. We will work closely with the Chief Executive, staff and in collaboration with our sponsor department, partners and key stakeholders, elevating areas of work that will deliver the greatest impact for our clients.



Michele Larmour
Chair of the Board of Directors

THE POLICE REHABILITATION AND RETRAINING TRUST

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 2023.

PRRT has implemented and completed a number of projects and initiatives during 2022-23, 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 enhanced, promoted, communicated and engaged with our Stakeholders and potential clients who may avail of PRRT's range of services.

As COVID-19 restrictions have relaxed and consequently reduced interruptions to our services, PRRT has seen an increase in uptake in appointments by clients, primarily within Psychological treatment and Physiotherapy services. PRRT's Business model has built in a number of contingency planning measures, whereupon a number of changes on our service delivery can be adapted quickly. Undoubtedly, the pandemic has demonstrated PRRT's ability to adapt in an ever-changing environment.

As part of our new Communication Strategy, PRRT has introduced our new Stakeholders' group which is represented by former and current clients, PSNI Benevolent Fund and The Northern Ireland Retired Police Officers' Association. The formation of this group has been greatly received as it has provided up to date feedback from clients and stakeholders while allowing PRRT to present and consult on new policies and procedures to its service delivery model.

In addition, PRRT has established a Communications and Development Forum for its staff. This provides an opportunity for staff to propose new ideas, such as 'Health and Wellbeing' events. It also provides a platform for PRRT to inform staff on its progress in delivering the three-year Corporate Plan.

Our Sponsor Department (DoJ) have been very supportive in assisting PRRT undertake a significant number of tasks to include:

- Maintain the financial support for the new Northern Ireland Prison Service Former Officers' programme, which came into effect in February 2022;
- Provide funding for the review of PRRT's Psychological treatment services;
- Enhance PRRT's IT infrastructure;
- Improve the connectivity within the Maryfield Estate.

The 2022-23 Business Plan and targets that were determined at the beginning of the year. These primarily focus on our outputs relating to our Psychological Therapies,

THE POLICE REHABILITATION AND RETRAINING TRUST

Physiotherapy and Coaching and Development support which are further detailed within the Report.

In addition, PRRT has undertaken a number of new projects and tasks to include:

1. Redesign and launch our website to make it more user friendly.
2. Commission a mental health survey with Northern Ireland Chest Heart and Stroke for the benefit of our staff.
3. Appoint new Health Champions and training nominated staff on 'Mental First Aid'.
4. Successfully complete the reaccreditation with the Matrix Standard for PRRT's Coaching and Development Department.
5. Implement our Data Mining project with Ulster University.
6. Promote and deliver eight different roadshows and events around the Province. highlighting PRRT's clinical treatment and support services.

The most significant piece of work completed during the year was the Review of our Psychological Therapies Department. The out-workings and implementation of this Report will begin in the new Financial Year 2023-24.

PRRT and the DoJ have developed a good professional working relationship over the last number of years with the primary aim to provide the best service provision for our clients.

Our internal governance procedures and protocols are robust which include regular reviews taking place to include:

1. Internal audits being carried out.
2. Regular clinical reviews being undertaken.
3. Close monitoring of our Risk Register.
4. Continuous reviews of PRRT's outsource contractors' performance and clinical governance.

In this context, The Board and CEO continue to develop PRRT's 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, with

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 POLICE REHABILITATION AND RETRAINING TRUST

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
- ✓ 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

Oversight is provided by PRRT's Board with further monitoring and scrutiny being undertaken by PRRT's Audit and Risk Committee and Governance meetings held in collaboration with DoJ Sponsor Branch every quarter.

Finally, I would like to recognise the positive contribution that all of PRRT staff have made throughout this challenging year. Last year our client satisfaction surveys gained a good/satisfactory rate of 98% 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 and DoJ Partners being our primary focus in order to help and support them wherever possible.



Dr Norry McBride

(CEO)

THE POLICE REHABILITATION AND RETRAINING TRUST

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 Board of PRRT changed in part in the Autumn of 2022 with 5 members leaving and 5 new members taking up their roles, the current Board is comprised of members as follows:

Ms Michele Larmour (Chair)
Dr Carol Ackah (Non-Executive Director – resigned 31st August 2022)
Mr Oliver Wilkinson (Non-Executive Director – resigned 31st August 2022)
Ms Bernie McCrory (Non-Executive Director)
Mr Mark Lindsay (Police Federation of NI (PFNI) statutory appointee – resigned 30th April 2022)
Mr Liam Kelly (PFNI statutory appointee – resigned 30th June 2022)
Chief Superintendent Mr Ryan Henderson (PSNI statutory appointee– resigned 31st August 2022)
Ms Julie Aiken (Non-Executive Director – appointed 1st October 2022)
Ms Paula Kealey (Non-Executive Director – appointed 1st October 2022)
Mr Anthony Mc Nally (PSNI - statutory appointee – appointed 1st November 2022)
Mr Damian Walsh (Police Federation of NI (PFNI) statutory appointee – appointed 1st November 2022)
Mr John Perry (Police Federation of NI (PFNI) statutory appointee – appointed 1st November 2022)

Two of the Board took up their appointments in May 2019 (Ms Michele Larmour, Chair and Ms Bernie McCrory, Member). The Board has operated with seven members for the 2022 -2023 year. I would like to pay tribute to the work undertaken by the outgoing members including Mr Oliver Wilkinson, Dr Carol Ackah, (Non-Executive Members) Mr Mark Lindsay (Police Federation of NI (PFNI) statutory appointee), Mr Liam Kelly (PFNI statutory appointee), and Chief Superintendent Mr Ryan Henderson (PSNI statutory appointee).

All of the out-going members brought a range of skills, knowledge and experience to the Board and their contribution was greatly appreciated by the Board and staff of PRRT. I wish them success as they move on from their role. The new members include Ms Julie Aiken and Ms Paula Kealey, Non-Executive Directors, Mr Anthony Mc Nally (PSNI), statutory appointee, Mr Damien Walsh and Mr John Perry (PFNI), statutory appointees.

The attendance records of the Board are recorded on page 53 and their full biographical details are available at www.prrt.org.

THE POLICE REHABILITATION AND RETRAINING TRUST

The work of PRRT has gradually returned to a more front facing way of working, staff have been able to return to their desks whilst adhering to sensible precautions regarding COVID restrictions. Work has been very different over the past year for staff and all have embraced the new technologies which undoubtedly will continue to support some 'hybrid' working. Board members have been able to both visit and attend meetings at PRRT Headquarters. This has been extremely positive and the Board very much welcome any opportunities to meet with staff and observe the excellent work of the Trust.

The Trust has through the work of the CEO, commissioned a Review of Psychological Therapies which extends across all aspects of the work of the Trust. The Review has been comprehensive and inclusive, staff, clients and board members have contributed to its work. The Board look forward to receiving the final Report and will work diligently to implement its content.

The CEO has undertaken a range of visits to potential client areas across all of Northern Ireland in order to promote the Trust's range of services. These visits included presentations outlining the services offered by PRRT. These visits were well received and there has been an increased uptake in services as a consequence.

The Chair and Non-Executive Directors are supportive of this initiative in order to reach out to those in more rural geographies and ensure all areas are part of this collaborative so as PRRT can continue to develop and deliver its range of excellent services to our clients.

On behalf of the Board, I would like to thank all who support the work of PRRT, particularly staff who continue to deliver exceptionally high-quality services at the front line.

Bernie McCrory

Bernie McCrory
Non-Executive Director

THE POLICE REHABILITATION AND RETRAINING TRUST

Performance 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.

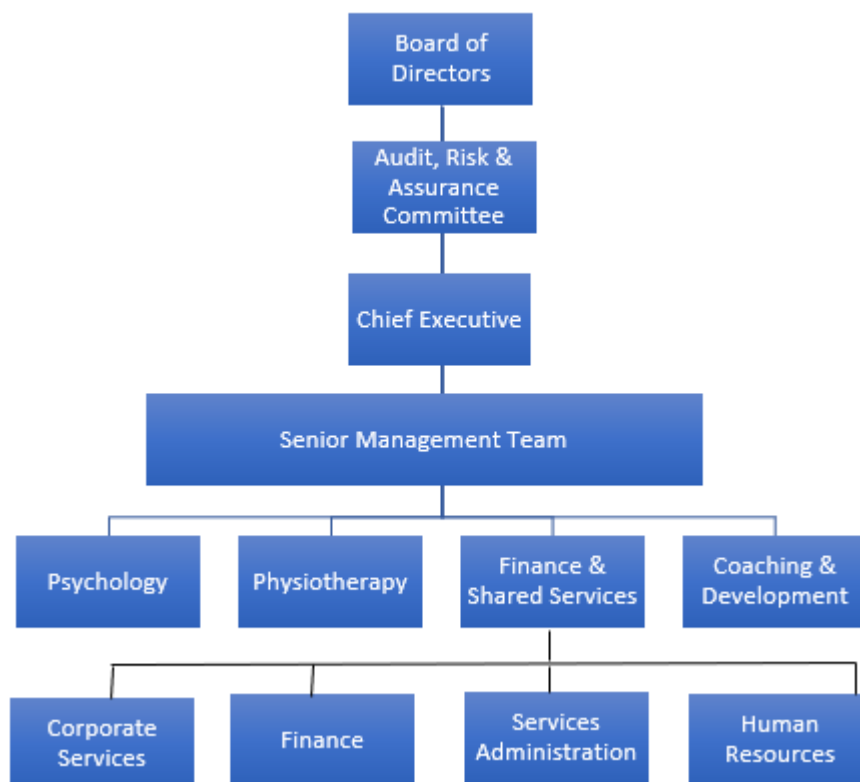
PRRT as its own entity was established in 1999 to provide members of the RUC / PSNI and their families with assessment, treatment, training, and support prior to and following cessation of their service. PRRT was formed in the wake of the fundamental review of policing which was initiated in 1994 following 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. On the next page is PRRT's Organisational Structure.

THE POLICE REHABILITATION AND RETRAINING TRUST

Organisation Structure



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.

THE POLICE REHABILITATION AND RETRAINING TRUST

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:

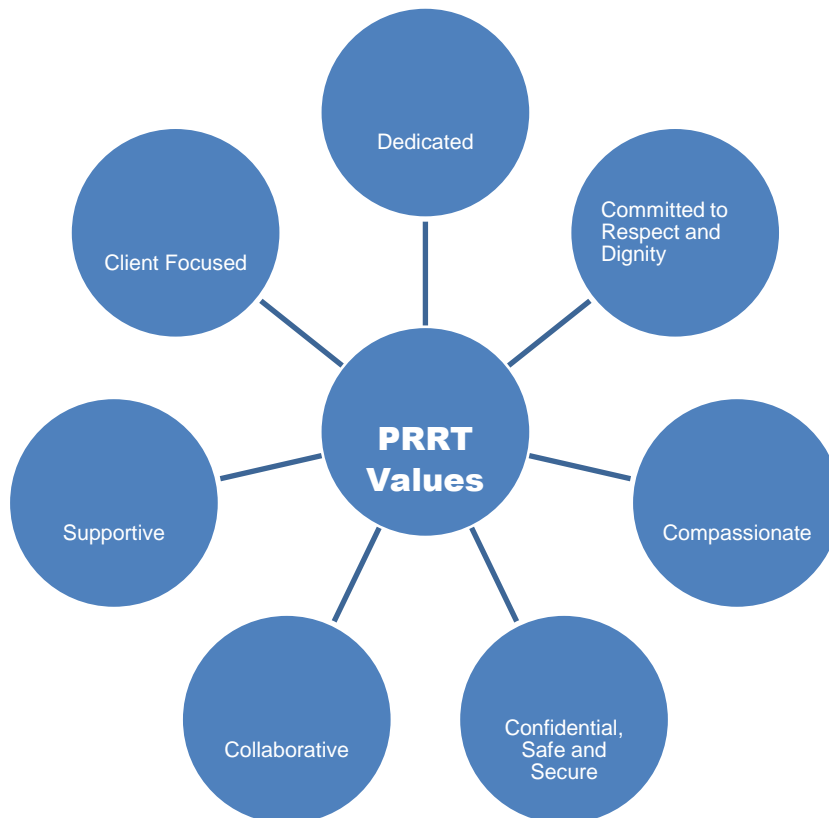
Vision Statement

*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



THE POLICE REHABILITATION AND RETRAINING TRUST

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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Performance Analysis

Psychological Therapies Department

“I couldn’t praise PRRT highly enough. I was treated with sensitivity throughout. Outstanding service.”

“I moved from a very dark place with intrusive thoughts of not wanting to be here anymore to positivity and confident of having a future.”

“Great help in times of despair.”

Clinical Service

It has been an exceptionally busy, productive and positive year for the service. Treatment has returned to in person with patients being able to access treatment either in Maryfield, or remotely in a location of their choosing. Demand for our service is high as we continue to reach members of the police family in need of psychological treatment. Patient satisfaction and clinical outcomes also remain extremely high as we continue to provide evidenced based treatment as directed by the National Institute of Health and Clinical Excellence (NICE) and the World Health Organisation (WHO).

The clinical team provide treatment for people with a wide range of complex and chronic presentations. These presentations are varied ranging from those who have recently experienced traumatic incidents to those who experience conditions that have built up over many years and are often compounded by stigma, feelings of guilt and shame. The team treat a broad range of psychological problems including PTSD (Post Traumatic Stress Disorder, Complex Trauma, Depression and Anxiety, OCD (Obsessional Compulsive Disorder), Self-Harm and Suicide Risk, Addictions, Anger and Relationship Difficulties linked to service stressors. Out of the 253 people who were initially assessed for Psychological Therapies between April 2022 and March 2023, 76 people (30%) presented as high to medium risk to self or others. This means experiencing severe suicidal ideation, previous attempts, plans and intent to take own life or to harm or injure self or others.

Our team continues to develop in skill and despite recruitment challenges this year remain productive, client centric and extremely motivated to provide the best treatment for each individual they work with. Each clinician has engaged fully in Clinical Supervision and Continued Professional Development that has been carefully selected based on the specific needs of our client group. All clinicians are fully trained in EMDR (Eye Movement Desensitisation Reprocessing), 3 of whom are EMDR Consultants and one working towards their EMDR Consultancy. We have one clinician training as a Child and Adolescent CBT (Cognitive Behavioural Therapy) Therapist. This year we have conducted a number of good practice and innovation visits and have continued

THE POLICE REHABILITATION AND RETRAINING TRUST

to develop our relationships and networks with the University of Ulster, Queens University, EMDR Ulster/Ireland/UK, BPS (British Psychological Society), BABCP (British Association for Behavioural and Cognitive Psychotherapy), NHS (National Health Service) and Police Treatment Centre (PTC). This work is extremely beneficial in developing our service into the future and we look forward, in particular, to the out workings of our Data Mining Research with the University of Ulster.

As a team we are continuously monitoring and reviewing our triage and treatment system to ensure that we are providing the most effective and efficient service possible to our client base. Through our triage system we assess and provide immediate psychological support and clinical input at initial assessment. This year every client who has had a wait for one-to-one treatment has been offered pre-treatment intervention in the form of 3 Psychological Toolkit Workshops. This 3 series workshop model is run on virtual platform and is clinician led. They have been run 2 times this year and have been a valued addition to our treatment provision. Patients report that the virtual platform is a preferable group setting in terms of accessibility and privacy.

A sample of written feedback from patients about the Pre-treatment Psychological Toolkit Workshops:

"I'd been glad to be offered the opportunity of attending and would recommend the virtual workshop. Reminders that help can be asked for if needed by a phone call. I am ok for now and managing quite well. Very many thanks to the presenters on the 3 workshops and the feeling of help and support and being part of the process of assessment. Thank you!"

"It helped my understanding of what is happening to me and give me tools for the job ahead."

"Will definitely use the relaxation exercises regularly from now on. Very helpful to know that there are different perspectives from which to view everything."

"I will use skills on a daily basis. Breathing exercises etc. all very helpful."

"Clinicians were excellent and easy to listen to. I would recommend this course to anyone who is in a situation where it's very foggy and can't see the light."

100% of respondents would recommend the workshops.

Our clients continue to consistently present as motivated and courageous in tackling their problems, which means, despite the complexity and chronicity of their problems, the service and the patients see excellent results.

THE POLICE REHABILITATION AND RETRAINING TRUST

This year our service has undergone a Psychological Review. This Review has not only dovetailed with all our work in developing this bespoke service but it has enabled the Trust and the Department to look at how we can develop our model and practices. This has allowed us to bring further effectiveness and efficiencies while maintaining the integrity of the service. Most importantly, it has been about how we can provide the right treatment, in the right way, at the right time for all our patients. As a service we endeavour to meet the needs of our patients at whatever point they are in their journey through the most innovative and appropriate pathways.

The Psychological Review states that the PRRT Psychological Therapies Department is 'an extremely valuable and culturally sensitive service that is understandably highly regarded and appreciated by the demographic group it serves. The quality of the service delivery is excellent, and the motivation and dedication of all employees is clear.' This is demonstrated by our very high levels of satisfaction and clinical outcomes feedback with 99% reporting being satisfied or very satisfied with the service they received. Overall, 99% of those who completed their course of treatment had health outcomes of problems resolved, problems resolving or have achieved maintenance often in the face of complex and chronic disorders.

Patient Feedback (from 70 returned surveys) demonstrates that 99% of all respondents were either very satisfied or satisfied with their treatment.

A sample of written feedback from patients:

"I tried every possible option to get help and PRRT was the only one that was able to provide the treatment that I needed. My psychologist provided crucial help for me and managed the treatment so that I achieved the best outcome possible."

"The overall service I received was excellent and exactly what I needed. The staff were non-judgemental and very understanding. I still work hard every day trying to keep the demons from slipping me back into a place I don't want to be in. I use techniques I've learnt and I take one day at a time knowing that PRRT are still there if I need further help. I cannot thank you enough."

"A very positive experience in a difficult issue. Dealing with PTSD and being able to feel safe and validated was very important to me. I never once felt that I had to hold any details back and knew that my therapist was professional, caring and compassionate."

"I cannot thank PRRT enough and my therapist for all that they have done for me and my family over the course of my treatment. They have helped me to cope with my alcoholism, my mental health and to recognise triggers and how to deal with them. Also, the door to PRRT is always open should I require advice or further treatment."

THE POLICE REHABILITATION AND RETRAINING TRUST

“I was very satisfied ... from apprehension on initial contact, to feel like I was speaking to a friend by the end of treatment ... very impressed and can't thank the member in question enough.”

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 College. Workshops in Specialist Trauma Resilience Training has been provided for all new prison officer recruits. This year we have welcomed a new training associate to the team who has helped deliver this training and enabled us to expand our training provision to serving prison officers. We have continued to provide bespoke Trauma Resilience Programmes to organisations with in the DOJ including PSNI (Police Service Northern Ireland), PFNI (Police Federation Northern Ireland), FSNI (Forensic Service Northern Ireland), Judiciary and the PPS (Public Prosecution Service). Once again, all trainings have received exceptional feedback from participants with 100% stating they would recommend the courses to colleagues and 100% rating the courses excellent and good.

User Engagement

In person meetings with our colleagues, partners and service user groups have recommenced this year. Members of PRRT Stakeholders Group kindly took part in our Psychological Review giving invaluable input from the service users perspective. We continue to write articles for a range of police publications and update our resources and support strategies on our website regularly to making support accessible. We are increasingly using social media to alert people to these resources and break down any perceived barriers to accessing our service and other services which may assist our client group.

Partnership Working with Northern Ireland Prison Service

Our working partnership with NIPS (Northern Ireland Prison Service) continues to flourish. We continue to provide Psychological Treatment and Training for Serving Prison Officers with excellent outcomes. The Psychological Therapies service has now successfully been extended to the Retired Prison Officer Population along with Physiotherapy and Coaching and Development Services. Both Serving and Retired Prison Officers accessing the service for treatment have reported 100% satisfaction with the treatment they have received.

Partnership working with the Police Service of Northern Ireland

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

THE POLICE REHABILITATION AND RETRAINING TRUST

discussions are ongoing regarding a special joint PSNI OHW (Occupational Health and Welfare)/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.

Psychological Therapies Key Performance Measures 2022 -2023

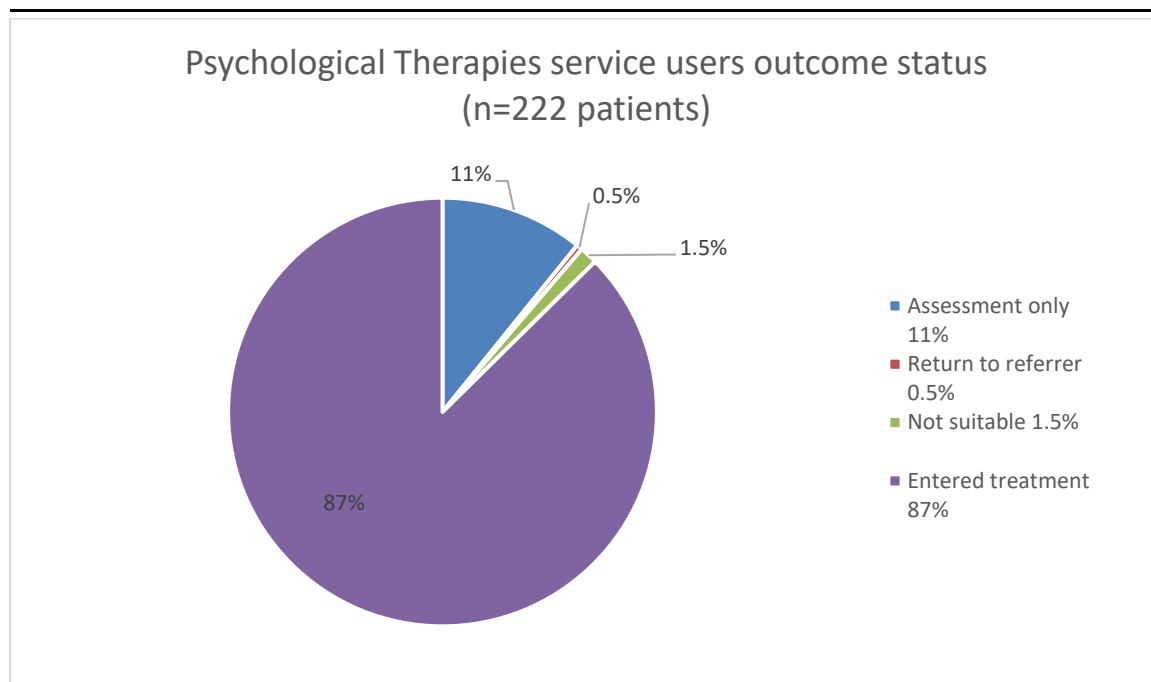
- During 2022-2023 the psychological therapies service assessed 253 (target 249) new patients.
- Of 70 online completed satisfaction surveys, 99% (target 95%) of patients following treatment provided positive feedback with patients stating that they were "satisfied or very satisfied" with services.
- The team designed and carried out 23 (target 20) specialist courses for the Department of Justice.
- The team delivered 2 sets of 3 (no target set) Pre-treatment Psychological Toolkit Workshops for patients waiting for one-to-one therapy.

Status of Discharged Service Users

The graphs below show the status of all discharged patients for 2022-23. The data is presented in 3 separate pie charts to show the status of service users discharged and the outcomes of those who entered and completed treatment. Service users can fall into the following statuses:

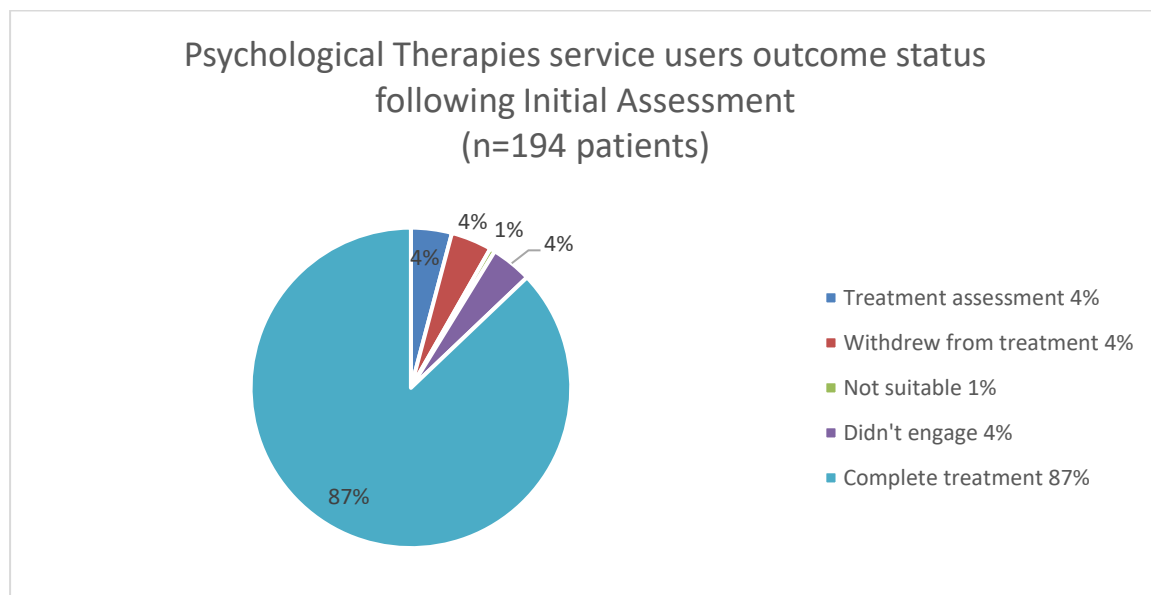
- **Withdrew from Treatment** - did so after completing their full assessment as for a range of reasons they became unavailable for treatment.
- **Did Not Engage** - would include those discharged due to poor attendance and engagement.
- **Not Suitable at Present** - would have required additional input to prepare them for readiness for treatment and so were invited to return in the future.
- **Assessment Only** – receive an 'assessment only' due to a number of reasons such as waiting times, no longer requiring treatment, only requiring booster assessment session having completed previous episodes of care, have received enough support from Pre-Treatment Psychological Toolkit Workshops or are accessing support privately.
- **Treatment** – are patients who completed treatment and were allocated a health outcome.

THE POLICE REHABILITATION AND RETRAINING TRUST



Pie Chart 1

Of the 222 patients discharged within 2022/23, 194 patients (87%) entered treatment. 24 patients (11%) were assessment only, 1 patient (0.5%) was returned to referrer and 3 patients (1.5%) were found not suitable.



Pie Chart 2

Of the 194 patients who entered treatment following initial assessment, 169 patients (87%) completed treatment. 8 patients (4%) were treatment assessment only, 8 patients (4%) withdrew from treatment, 1 patient (0.5%) became unsuitable, 8 patients (4%) did not engage.

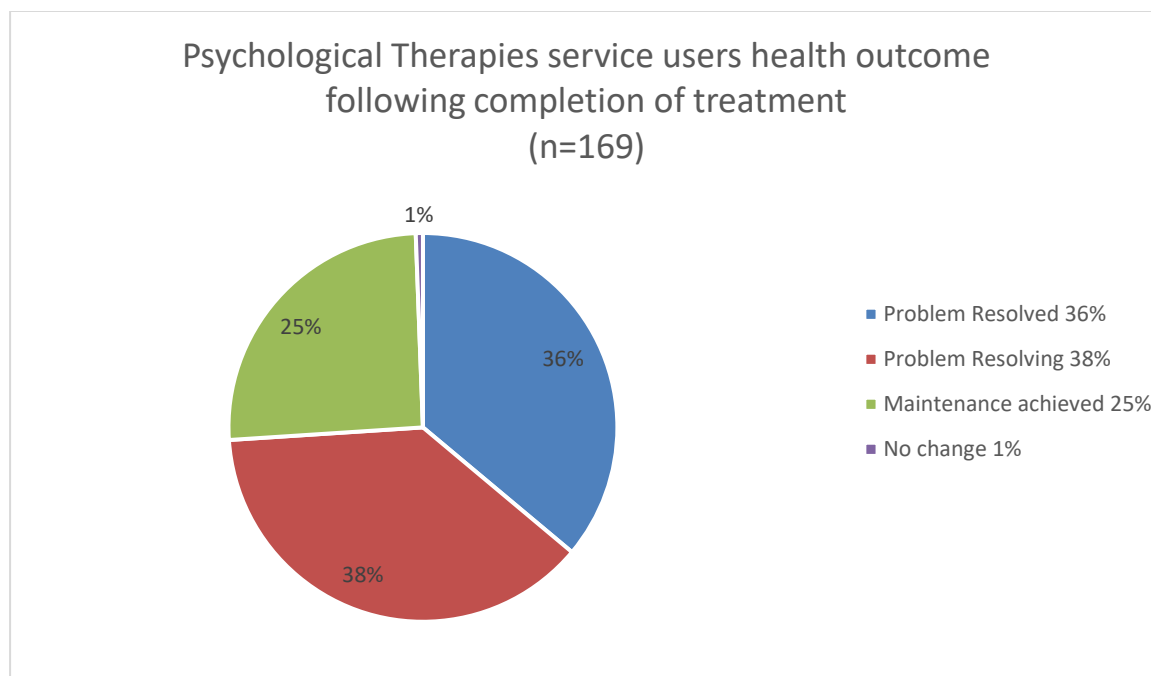
THE POLICE REHABILITATION AND RETRAINING TRUST

Health Outcomes following Treatment Completion 2022-23

At the end of completing a course of treatment, the treating clinician assigns each patient a global treatment outcome.

These assigned outcomes have been categorised as:

- **Problem resolved** – Extinction of symptoms and/or achievement of treatment goal.
- **Problem resolving** - Significant decrease in presenting symptoms and confident in progression towards achieving treatment goal with further repetition of strategies learned.
- **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.



Pie Chart 3

The pie chart below shows of the 169 patients who completed treatment 168 patients (99%) of these were classified as Problem Resolved, Problem Resolving or Maintenance Achieved. 61 patients (36%) ‘Problem Resolved’, 64 patients (38%) ‘Problem Resolving’ and 43 patients (25%) ‘Maintenance Achieved’.

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

In the last 3 years, Covid 19 has had a huge impact on service delivery, in respect of access to services/buildings, PPE, staff absence due to illness, use of Video Conferencing calls and confidence of the client-base to attend face to face appointments. As the 2022/23 year has progressed, whilst we still see high infection rates amongst clients, and on occasions, staff, we have seen a steady increase in numbers attending PRRT and accessing our Outsource Service.

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 clinicians and maintain an exceptional standard of Continuing Professional Development (CPD). PRRT have a list of approved regional physiotherapy practices who deliver services at locations more convenient to each client. All practices meet the high standard we expect for our clients and the approved physiotherapists are also highly experienced and regulated to ensure our clients receive optimal standard of care regardless of where they attend.

This year has seen an increase of 10% in total new episodes of care compared with the previous year. Alongside an increased demand for physiotherapy, we have continued to provide our Group exercise classes to 153 clients throughout the year across Core Stability, Circuits and Tai Chi.

The PRRT Physiotherapy department have facilitated the introduction of the new Northern Ireland Prison Service Former Officers' programme which commenced in February 2022, providing a Physiotherapy service to 52 retired members up to March 2023.

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.

As we continue to operate our clinical service with certain Covid-related restrictions, it can be seen from the client satisfaction survey and health outcomes, that the Physiotherapy department continue to provide a high quality, effective service that has met the needs of our client group.

THE POLICE REHABILITATION AND RETRAINING TRUST

Group Exercise Classes

We provide group exercises classes as part of our evidence-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 have continued to operate throughout the 2022/23 year.

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), Forensics Services and from February 2022, NIPS former officers' population.

Continuous Professional Development

The Physiotherapy team continue to prioritise their CPD, in order to provide a high quality and evidence-based service.

Team members completed relevant external courses in Chronic Pain management, Vestibular Rehabilitation and Musculoskeletal Physiotherapy throughout the year. They also utilised online forums of learning, completing relevant webinars, kept up to date with current research articles and engaged with professional bodies. The team also complete regular in-house CPD through in-service training and peer review.

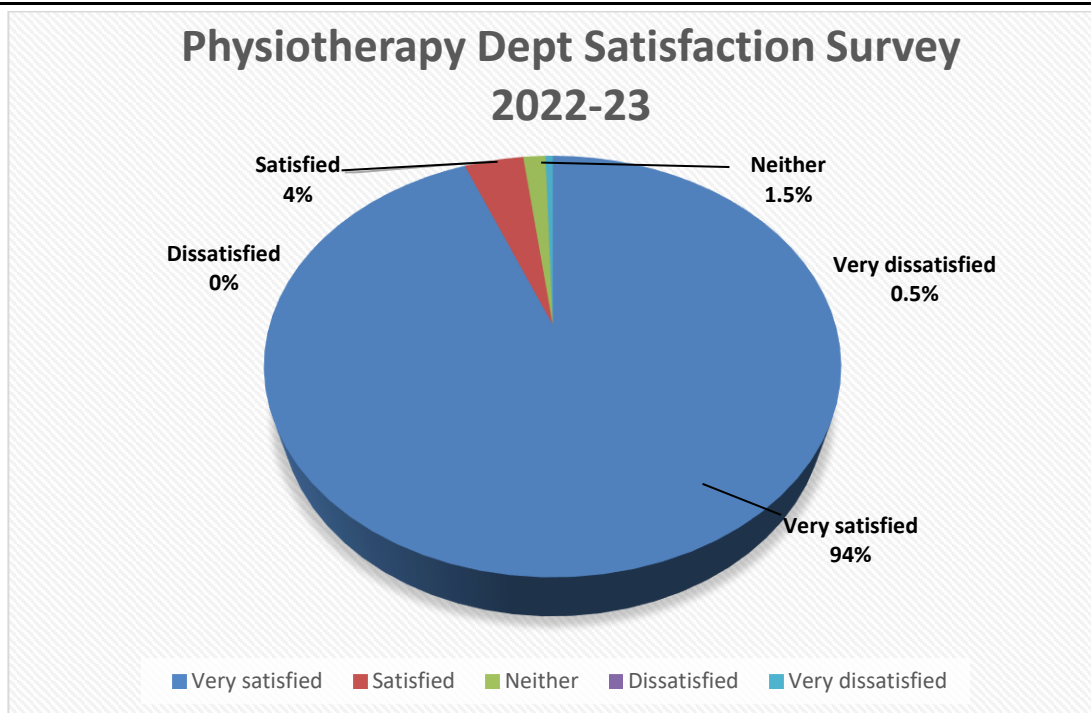
The Physiotherapy Department completed their Tai Chi research Article in 2022, entitled: Measuring the impact of tai chi exercise on physical and mental wellbeing. This was an extensive piece of work, which was sent to appropriate parties throughout the UK and Ireland, before being presented by Head of Department and Clinical Lead Physiotherapist at the Northern Ireland CSP Conference in October 2022 (Waterfront Hall, Belfast).

Service audit outcomes

The 2022-23 client satisfaction survey (297 completed surveys were received) revealed that:

- 98% of clients were either very satisfied (94%) or satisfied (4%) with the service.
- 95% of clients reported that they had achieved moderate to great benefit from the treatment.

THE POLICE REHABILITATION AND RETRAINING TRUST



Examples of feedback from the survey are:

- *'This is a wonderful service. My Physiotherapist provided very clear guidance on rehabilitation in an empathetic yet extremely professional manner'.*
- *'This organisation do the most amazing work and it is most comforting to know they are there to give patients of their best attributes. Please continue to maintain that support.'*
- *'The service was excellent and the exercises which were explained to me very clearly and the reason for them. These were of great benefit to me and started to ease the pain.'*
- *'This was the first time I have used PRRT since retiring in 2003. I was very impressed with the service I received from making an appointment to very my last treatment. The Physiotherapist was great at their job in both explaining everything and helping me to recover. I am more than satisfied with the service I received.'*
- *'As my condition is both psychological and physical I found my Physiotherapist very supportive and reassuring knowing that I have a negative mindset in relation to any treatment or activity. She encouraged me to exercise at home and I could have just not bothered but her understanding and support made me want to help myself so I did.'*

THE POLICE REHABILITATION AND RETRAINING TRUST

- *'I honestly don't know where my back pain was leading me but it wasn't good. But now I have a better understanding and have effective strategies to maintain the progress I have made since attending PRRT. You do amazing work and I am forever in your debt, thank you.'*
- *'Very good service and my Physiotherapist was very professional and knowledgeable, he was pleasant and friendly and gave me great advice and exercises to help my condition.'*
- *'Excellent service from a very competent physiotherapist who helped me immensely.'*
- *'Great service all round. Very grateful.'*
- *'My experience at PRRT was excellent. The treatment and advice I received has made a tremendous difference to my present mobility and recovery. I cannot praise the success in words adequately.'*
- *'The Physiotherapist was extremely professional and supportive. He made a huge impact in my injury recovery explaining his treatment every step of the way.'*

Physiotherapy Key Performance Measures – 2022-23

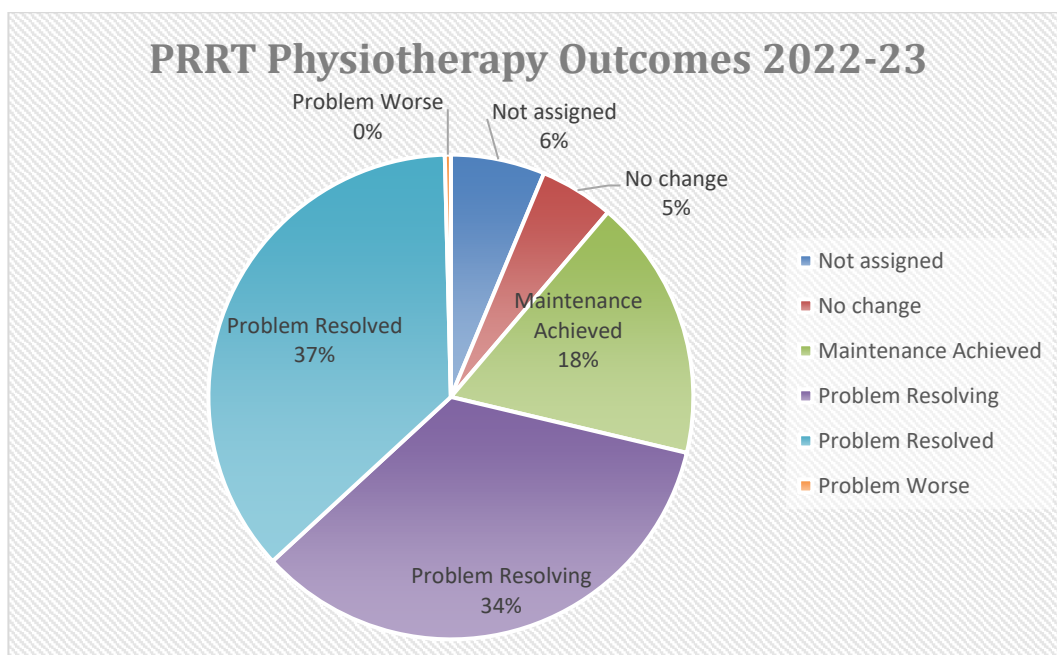
- An outcome target was set of 85% of clients' achieving the outcomes of Problem resolved, Problem resolving or Maintenance achieved. The actual figure achieved was 89%.
- A target of 750 clients entering 1:1 Physiotherapy treatment was set. The total new clients commencing 1:1 treatment was 753.
- The Physiotherapy department had targeted to deliver 350 clinical treatment sessions per month from April 2022 to March 2023. The average sessions per month in this time period was 392.
- The target for specialist group programmes was set for a minimum of 100 clients attending 400 group places (the target was set in keeping with COVID-19 restrictions). A total of 152 clients attended for 777 group places.
- Our target to offer assessments to all clients within two weeks of referral was achieved throughout the year until February 2023. Due to limited resource within the department (due to a pending retirement and inability to plan recruitment due to potential budgetary issues), we had to operate a waiting list for the months of February and March, owing to the demand on the service.

THE POLICE REHABILITATION AND RETRAINING TRUST

PHYSIOTHERAPY OUTCOMES 2022-23

At discharge each client is assigned an outcome from the list below. The outcomes for the 2022-23 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).



THE POLICE REHABILITATION AND RETRAINING TRUST

The previous chart displays the therapist assigned outcomes for the 749 clients that were discharged in the 2022-23 financial year. A total of 89% of clients achieved the outcome of Problem resolved/Problem resolving/Maintenance Achieved. These are assigned based on the subjective and objective treatment markers, achievement of goals and outcome measures. Considering that a large percentage of our clientele have complex and chronic conditions, this is an excellent return and achieves our goal of >85% of clients achieving these outcomes. We are also a self-referral service and as such allow for 10% of our clients potentially falling into the category of not suitable for physiotherapy at this time or require onward referral or signposting to another medical professional or for further investigation.

THE POLICE REHABILITATION AND RETRAINING TRUST

Coaching & Development

Overview

During 2022-23, our Coaching and Development services have been proactive in highlighting its range of support services and has engaged with a variety of client groups throughout the Province. This was undertaken in collaboration with various Police Stakeholder groups in order to highlight the benefits and range of PRRT's services. The Coaching and Development Department continues to provide a high quality advice and guidance service for both retiring and retired Police Officers.

Department Analysis

During the past year, the Department carried out 872 client engagements. This was a 16.2% increase on the Business Plan target of 750 for 2022-23.

Please see Figure 1 below analysis of engagement between retired and retiring officers.

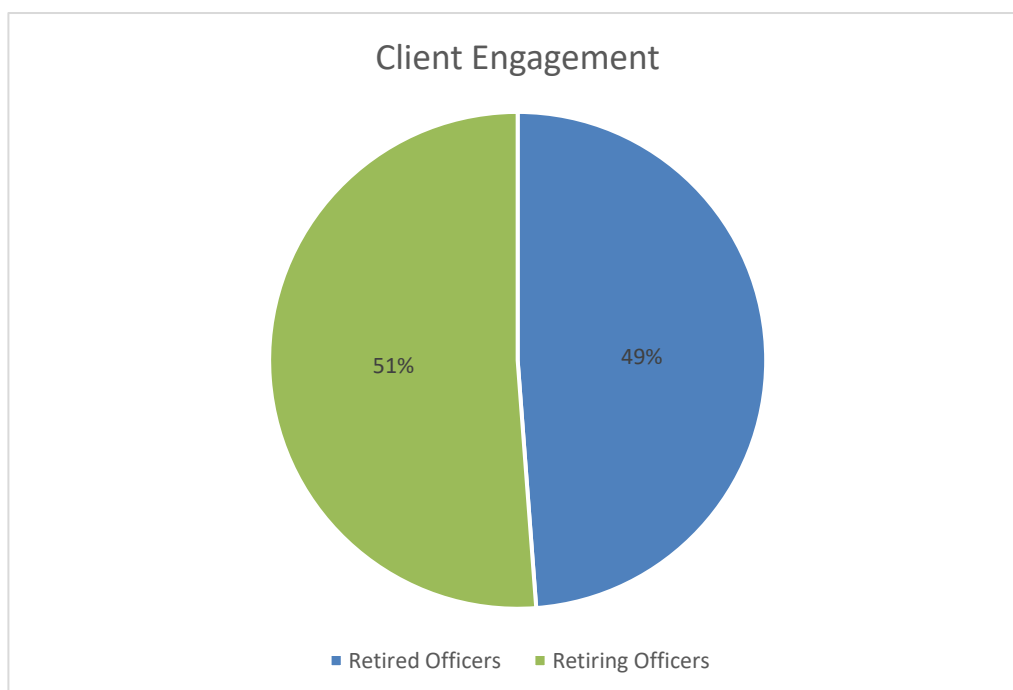


Figure 1: Pie Chart to show Retired officers and Retiring Officers Engagement

THE POLICE REHABILITATION AND RETRAINING TRUST

As you can see from the Figure 2 below, males represented just over 75% of the client group that engaged with Coaching and Development Services. It is worth noting that, according to the PSNI's 'Breakdown of Staff Numbers and Biological Gender' (November 2022), males represent 68% of the police force while females were 32%.

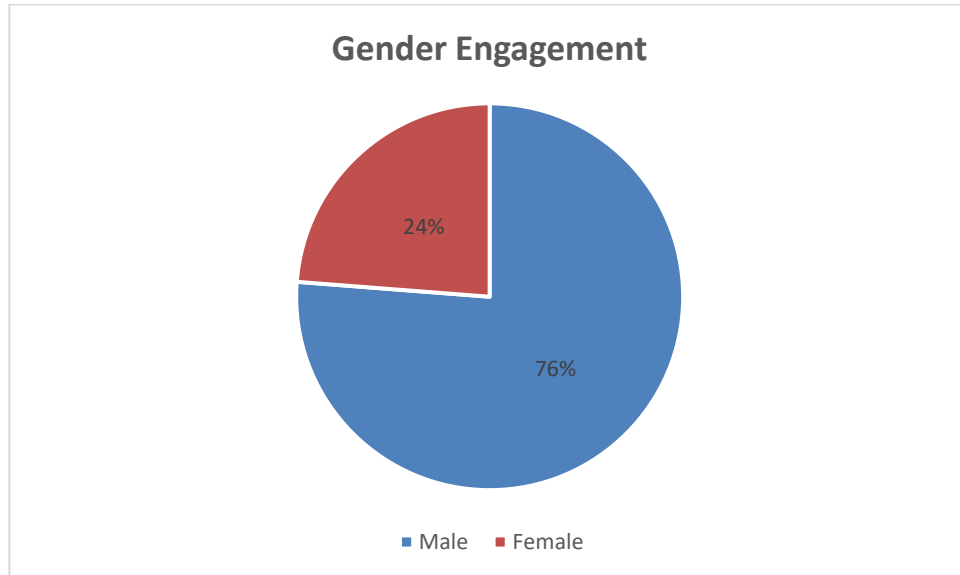


Figure 2: Pie Chart to show Male and Female Engagement in the Coaching and Development Services

Figure 3 below demonstrates the various sectors by which clients either secured employment or chose to train in.



Figure 3: Bar Chart showing percentages of Employment and Training Sectors.

THE POLICE REHABILITATION AND RETRAINING TRUST

Please see Figure 4 below which illustrates the level of qualification obtained by the clients.

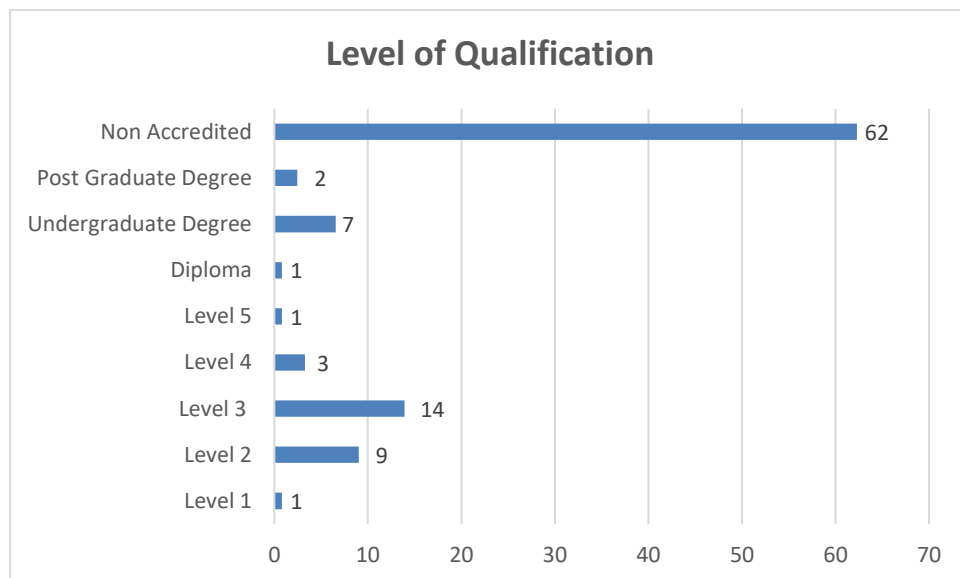


Figure 4: Bar Chart showing percentages of level of qualification supported by the C&D Department.

For those clients who did not pursue an accredited qualification, they were either able to engage in further employment without the need for further training, or decided to pursue a hobby. This, in some cases, was partly due to a continuation of a treatment plan recommended by a Clinician.

Review of Financial Bursaries

Within the last quarter of 2022-23, PRRT had undertaken a review and consultation process relating to the distribution and impact of Coaching and Development financial bursaries. Consultations were undertaken with:

- Police Federation
- NIRPOA
- PRRT Stakeholder Group

While there had been a total of £30,000 claimed and distributed among clients for training support, a significant number of financial claims cost more to process than the value of the claims themselves.

PRRT aims to introduce a new set of Terms and Conditions in April 2023 to focus more on enhancing the level of qualification outputs. In so doing, this will enable our clients to be better equipped for the opportunities available to them.

Presently, the Northern Ireland Labour Market is very competitive, with a record number of new jobs on offer. This requires, in many cases, the necessity of having an appropriate qualification as well as experience.

THE POLICE REHABILITATION AND RETRAINING TRUST

Northern Ireland Prison Service (NIPS)

During 2022-23 the Coaching and Development Department, along with PRRT's Physiotherapy and Psychological Therapies Departments, have been providing clinical treatment, support and advice and guidance to former Prison Officers. This programme was launched in February 2022 by the previous Minister for Justice.

The Coaching and Development Department have been proactively engaging with the three principal Stakeholder Bodies, which represents former officers. In addition, PRRT have attended various promotional events and engaged with former officers to determine their needs.

Community Advice and Guidance Service

The Community Advice Newtownards and North Down have had their contract renewed for delivering specialised advice and guidance to PRRT clients. The service also provides telephone contact throughout the Province, which has been utilised on numerous occasions. Altogether, there has been six client referrals, which have included advice on welfare, benefits, housing and debt.

'Matrix' Quality Assurance Standard

The Coaching and Development Department successfully gained reaccreditation of the Matrix quality standard in February 2023. This was a robust audit process whereby participation was required from a sample of clients, staff, stakeholders and DoJ. This is a National acclaimed award which demonstrates that the advice and guidance offered by the coaching and development staff is recognised at a high standard.

In House Courses

Over the years, PRRT has promoted and delivered numerous courses to include 'CV and Skills' training to assist officers to transition out of policing into new vocations. These courses remain popular for both retiring and retired officers.

Due to client demand, we introduced a new 'Managing Change' client programme in 2022-23 which focused on areas such as financial planning, skills analysis and health and wellbeing for those who were retiring or recently retired.

THE POLICE REHABILITATION AND RETRAINING TRUST

Client Feedback

Please see below some of the officer's testimonies from the last twelve months.

"Very professional and confidential – can trust them. They alleviated my concerns very quickly – I wanted to be confident re security"

"X was amazing, helped me recognise skills I didn't know I had"

"The recruitment agency have offered me a job: I start next Tuesday. It's on a 3 month basis which probably suits me at this time. Many thanks."

"I was not sure I would be able to complete any sort of process for a job outside of the police service but because of your [Skills and CV Writing] class I have applied and been successful in being offered a job with my local council."

Summary

Last year has been a busy year for the Coaching and Development team which saw an increase in client engagement, development of new courses and collaboration with third party providers in order to bring new opportunities to our clients.

This has been the first full year whereupon there were no Covid restrictions on access to education and training provision. In addition, there has been a substantial increase in raising the job opportunities both locally and overseas to suit the skills and knowledge base of our client's group.

THE POLICE REHABILITATION AND RETRAINING TRUST

Past Performance

Below is the summary of outcomes, performance and activities that took place within PRRT during 2022-23.

1. Corporate Plan 2021-24

PRRT has completed the second year of its three-year Corporate Plan. The progress on the various objectives including the targets achieved for each of its three client facing Departments are detailed below.

	2021-22	2022-23	2023-24
Psychological Treatment Services Targets	210 Clients	222 Clients Actual 222 Clients	230 Clients
External Review of Psychological Services	To Commence	Review completed March 2023.	Board to review, recommendations and consider implementation plan.
Physiotherapy Treatment Services Targets	650 Clients	750 Clients Actual 753 Clients	750 Clients
Coaching and Development Targets	680 Clients	750 Clients Actual 872 Clients	750 Clients
Refurbishment of facilities at Maryfield complex	Completed		
Roll Out of Homeworking IT and Video Conference Facilities	Completed		
Upgrade and Renew IT Servers for the purposes of Security and Capacity	Completed		
Design and Commission New Website	Completed		

THE POLICE REHABILITATION AND RETRAINING TRUST

Upgrade Telephone System and Internet Connection	Completed		
Design and Commission New Intranet		New IT officer commenced work on Intranet	Intranet to be rolled out by end of April 2023.
Re-validate IT System to ISO27001		Completed July 2022 until July 2025.	
Design and Implement New Client Management System	Project has Commenced	Servers purchased and specification committee established. Specification and Business Case submitted to Sponsor Branch.	Subject to business case approval, rollout by end of Dec 2023.
Re-Vamp Marketing Material	Completed		
Undertake Artificial Intelligence Project with UU		All agreements signed and data redaction/template design has been finalised. Final anonymisation has been completed. Data has been transferred to UU.	Exercise to be completed in 2023-24 year.
Agree Terms and Conditions for New Ten-Year Lease for Maryfield Complex		Completed March 2023	
Establish New Health and Wellbeing Hub			Pilot programme to commence Autumn 2023.

THE POLICE REHABILITATION AND RETRAINING TRUST

2. Psychological Therapies

During 2022-23, PRRT commissioned the Review of the Psychological Therapies Department. This was carried out by an experienced clinical audit team who specialise in psychological therapy treatment within UK Department of Justice. The Review was completed in March 2023 and the PRRT Board will consider the recommendations and implementation plans during 2023-24. Also, during the past year, the Psychological Therapies team have undertaken best practice visits, both within Northern Ireland and UK Mainland in order to review and benchmark PRRT's approach to provide specialist care for its client group. In addition, it engaged in comprehensive EMDR training for all of the clinicians as part of their ongoing continual professional development.

3. Physiotherapy

Within the last year, the Physiotherapy team have provided an ongoing Province wide service through its outsource contractor agreements, along with its inhouse facility at Maryfield. As part of their CPD, specialist neurology training sessions were hosted in Maryfield for all the Department staff and external providers. The Department also undertook a best practice visit to the UK Mainland to review Physiotherapy facilities, equipment and work practice methods.

It is anticipated that during 2023-24, PRRT will extend its external network provision in County Fermanagh and Antrim in order to provide comprehensive coverage of physiotherapy treatment throughout Northern Ireland.

4. Coaching & Development

During 2022-23, the Coaching and Development team undertook a progressive marketing campaign to a range of Police and Prison Officer representative groups in order to highlight the range of services, training and support for both serving and former officers.

In addition, the Department promoted new programmes and courses to include 'Managing Change in Retirement' and 'Going Global', which promotes short to medium term job opportunities abroad.

In February 2023, the Department were reaccredited to the 'Matrix' standard in recognition of the high level of advice and guidance offered by PRRT's coaches.

THE POLICE REHABILITATION AND RETRAINING TRUST

5. Client Management System (CMS)

PRRT have established a working group to specify the parameters and content for our new CMS. This is an important and integral part of PRRT's daily operations as it provides all the client data for the use by clinicians, coaches and administrative staff. The Business Case for the new system has been submitted to DoJ for consideration.

6. Northern Ireland Prison Service (NIPS)

During 2022-23, PRRT has continued to provide ongoing clinical services for both serving and retired officers. In addition, PRRT have delivered specialised trauma resilience training for both new recruits and current senior officers.

In February 2023, PRRT completed the first year of the former officer's programme, which provides all three of its client facing services to retired prison officers. In the first year, 78 officers engaged with PRRT's services.

7. University Engagement

PRRT is keen to work and collaborate with third party institutions who can assist and bring added value to a range of PRRT's services. Ulster University are presently undertaking a data mining project to review the trends of clients who have been discharged from our psychological treatment services for the past ten years. The aim is to better understand the presenting problems and diagnosis of clients. Ultimately, PRRT will co-author with the University a peer review academic publication on the research undertaken, subject to PRRT Board approval.

Ulster University had also presented the benefits of Artificial Intelligence for clients who suffer from complex PTSD and brain injury.

Two of the clinical team participated in the Queen's University Supervisory Mentoring course. The aim is for PRRT to host Clinical Psychologist graduates in the future, who can contribute to the work of PRRT's specialist service.

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

The Trust's Key Objectives and associated Key Performance targets are contained within the new 2023-24 Business Plan. This has been submitted to DoJ for review and approval. PRRT will report regularly on its performance against targets by the following means:

- Senior Management Team (SMT) Meetings – fortnightly
- Board Meetings – monthly
- Audit and Risk Committee Meetings – quarterly
- DoJ / PRRT Governance Meetings – quarterly.

THE POLICE REHABILITATION AND RETRAINING TRUST

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 continues to be on hold due to the collapse of the executive.

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.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Performance

Financial Position at the Year End

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

During the year, an additional £1,269k was invested in fixed assets (due to IFRS16 lease requirements - £1,137k) to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations for 2022-23 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 2022-23 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 continues to provide increased demand for their services to 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, as well as Finance and Shared Service departments. Each area monitors performance and reports regularly to the SMT and 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 18-35); the main corporate deliveries are detailed in the following pages.

THE POLICE REHABILITATION AND RETRAINING TRUST

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 93% with 13 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 0.95%
 - 2.75% or less long-term absence rate, actual 8.25%
 - 4% or less overall absence rate, actual 8.25%

Work ongoing for the implementation of the PRRT Equality Scheme and Disability Action Plan, targets set have been met with reports due to be submitted to the Equality Commission.

Corporate Services

- A review of the IT risk management and accreditation documentation, systems and procedures were completed successfully up to 30 April 2022 and has subsequently been re-accredited until July 2025.
- Annual IT Health Check completed on 17 April 2023.
- 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

- PRRT social media awareness continues to attract new followers. During this year the Facebook page has now reached 458 (2022: 319) followers and Twitter 463 (2022: 399). PRRT is also using LinkedIn where it currently has 344 followers (March 2022: 290).
- 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 third 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 had to meet significant inflationary costs and most notably increased pay awards for our staff. Given the realities of public sector spending for the forthcoming 2023-24 financial year, a budget reduction and increasing costs will inevitably lead to pressure on the delivery of services and changes to the delivery models.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

2022-23 Budget Position

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

For 2022-23, the Budget Bill 2022 received Royal Assent, where 45% of the 2021-22 cash and resources were made available for use on the 2022-23 financial year up to July 2022. Following this, legal cover increased this to 95% through the Department of Finance Permanent Secretary. The final outturn was 100% of the prior years budget.

Future Development

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

During 2022-23 PRRT has worked with a number of organisations within the DoJ family.

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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 2022-23 PRRT received 1 complaint (2021-22: 1).

Prompt Payment Practice

PRRT is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code and Government accounting rules. Unless otherwise stated in the contract, payment is made no later than 10 working days from the presentation of a valid invoice or similar demand which has been appropriately authorised for payment. If invoices are not appropriately approved payment may be slightly delayed. During 2022-23, 55% (2021-22: 61%) of invoices were paid within 10 days and 93% (2021-22: 97%) were paid within 30 days, on average the number of days to pay all invoices was 13 days (2021-22: 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 2022-23, PRRT has significantly reduced the amount of waste sent to landfill and the volume of single use plastics. Additionally in 2022-23, PRRT upgraded the majority of its lighting to energy efficient motion detecting LED lighting.

Social Issues

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

As part of our well-being staff group, PRRT endeavour to consider social issues. During Christmas 2022 staff collected food for its local food bank. PRRT nominates a charity each year and have fund raising events for the nominated charity.

THE POLICE REHABILITATION AND RETRAINING TRUST

Respect for Human Rights

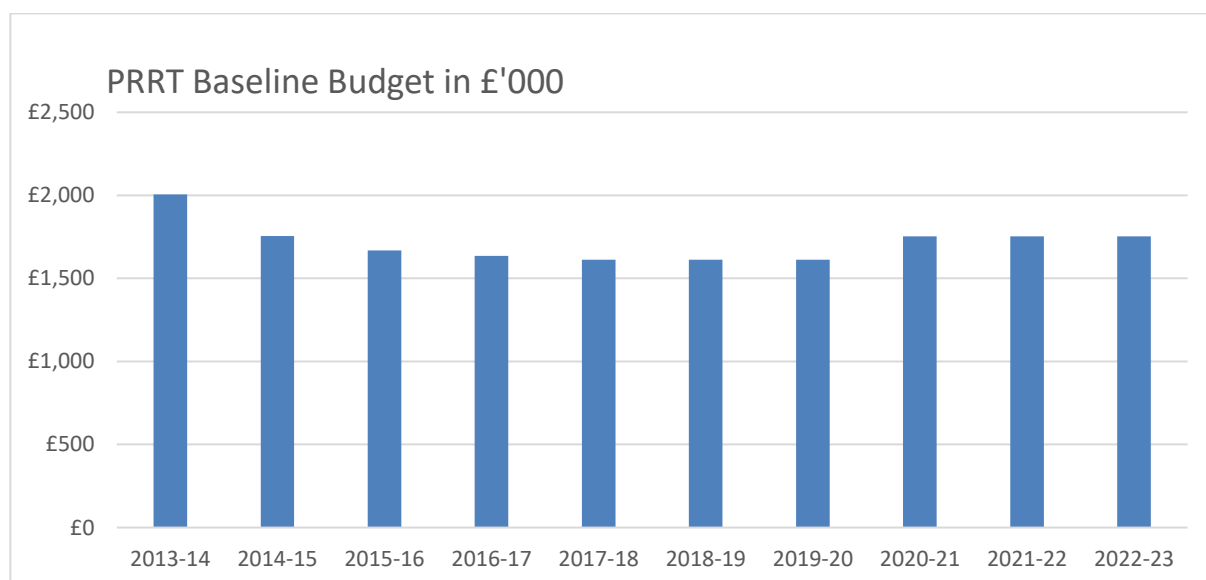
PRRT follows all guidelines set down and ensures staff undertake any necessary training.

Fraud and Bribery

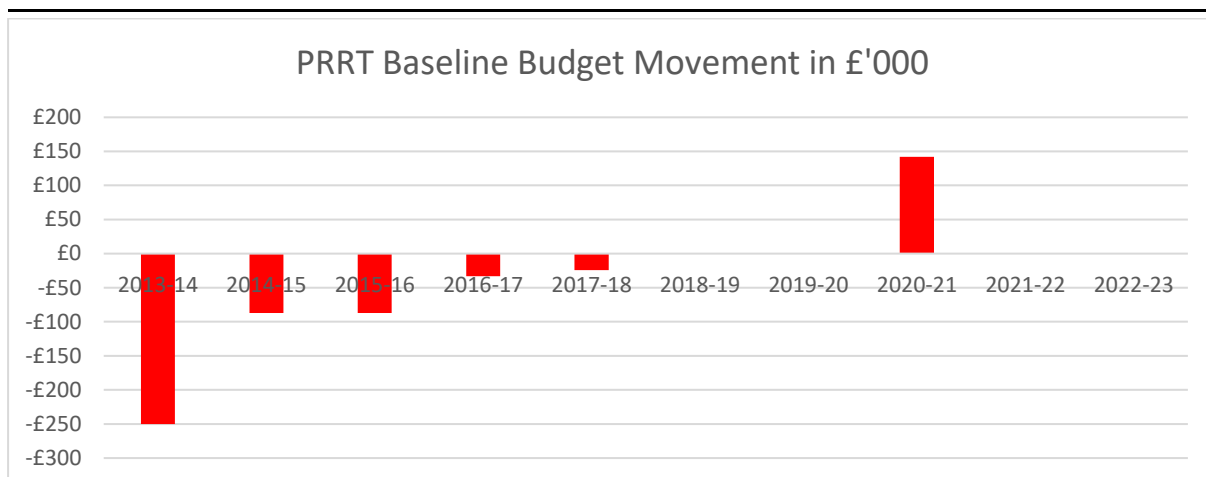
PRRT recognise there is a continuing need to raise awareness of the responsibility of staff at all levels to safeguard public resources against the risk of fraud and bribery. During the 2021-22 year PRRT updated its Fraud and Bribery policy and implemented mandatory training for all staff. PRRT introduced 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 2013-23: 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 2022-23 remained static at £1,754k.



THE POLICE REHABILITATION AND RETRAINING TRUST



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

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

Financial impact of COVID-19: Throughout the financial year 2022-23, there has been minimal financial impact of COVID-19 on the organisation.

Dr Norry Mc Bride
Chief Executive & Accounting Officer
Date: 27 June 2023

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 (resigned 31st August 2022)
Mr Oliver Wilkinson (resigned 31st August 2022)
Ms Bernie McCrory
Mr Mark Lindsay (resigned 30th April 2022)
Mr Liam Kelly (resigned 30th June 2022)
Mr Ryan Henderson (resigned 31st August 2022)
Ms Julie Aiken (appointed 1st October 2022)
Ms Paula Kealey (appointed 1st October 2022)
Mr Damian Walsh (appointed 1st November 2022)
Mr John Perry (appointed 1st November 2022)
Mr Anthony McNally (appointed 1st November 2022)

Re-appointment and retirement of Directors

All Board appointments in place at 31 March 2023 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Data Handling

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

The 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 (2021-22: 0).

Whistleblowing

PRRT has a Whistleblowing policy in place, designed to provide employment protection for individuals raising genuine public interest concerns. The policy provides information for staff on how to raise concerns about malpractice safely, builds confidence and promotes an environment of openness and transparency.

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Accounting Officer's Responsibilities

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

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

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

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

The Accounting Officer can confirm that, as far as they are 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 they ought to have taken to make themselves aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

THE POLICE REHABILITATION AND RETRAINING TRUST

Governance Statement

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

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

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

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

The governance framework has been in place at PRRT during the year ended 31 March 2023 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

The Board

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

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

Governance is delivered through the following Board structures:

- Board meetings
- Audit and Risk 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 ³	4	2	50	1	1	100
Carol Ackah ³	4	3	75	1	1	100
Bernie McCrory	8	8	100	4	4	100
Mark Lindsay ¹	1	1	100			
Liam Kelly ²	3	3	100			
Ryan Henderson ³	4	3	75	1	0	0
Julie Aiken ⁴	4	4	100	3	3	100
Paula Kealey ⁴	4	4	100	3	3	100
Anthony McNally ⁵	3	1	33	2	0	0
Damian Walsh ⁵	3	2	67	2	1	50
John Perry ⁵	3	3	100			

¹Resigned 30th April 2022

²Resigned 30th June 2022

³Resigned 31st August 2022

⁴Appointed 1st October 2022

⁵Appointed 1st November 2022

THE POLICE REHABILITATION AND RETRAINING TRUST

The Chief Executive, as Accounting Officer

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

The 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

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 2022, June 2022, December 2022 and March 2023. 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 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 throughout the year. SMT team reviews the corporate risk register on a monthly basis.

The Corporate Risk Register was reviewed during 2022-23, as set out above, and was amended and recategorised in January 2023. 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

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

Risks have fluctuated throughout the year due to growing budgetary pressures/uncertainty and impacts from external factors, e.g. the wider recruitment market, UK economy, NI public finances.

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 2022-23 provided the following assurance levels for the areas audited:

Area	Level of Assurance
Review of Finance Support within PRRT	Satisfactory
Review of Cyber Security within PRRT	Satisfactory
Review of HR Support within PRRT	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.

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

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 her 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 £14.3k (2021-22: £14k). No amounts were paid to the auditors for non-audit work for 2022-23 (2021-22: £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 and has been re-accredited until 31st July 2025. The annual IT Health Check accreditation was awarded in July 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 fortnightly basis and reviews the on-going operation of PRRT. Monthly standing item on Finance, Business Planning, Risk Management

THE POLICE REHABILITATION AND RETRAINING TRUST

and Audit inform 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.

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 2022-23 have been audited by the Northern Ireland Audit Office. 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 they ought to have taken to make themselves 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 Finance, HR and Cybersecurity, 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: 27 June 2023

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 2022-23: CEO (NICS) for 2021-22, NJC for 2021-22 and 2022-23 and also the NHS Staff pay remit for 2021-22. The CEO (NICS) for 2022-23 and NHS staff pay remit 2022-23 will be submitted in early 2023-24.

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.

THE POLICE REHABILITATION AND RETRAINING TRUST

List of Directors/Senior Staff and Remuneration– AUDITED INFORMATION

Officials	Salary (£'000)		Benefits in kind (to nearest £100)		total (£'000)	
	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22
Michele Larmour	5-10	5-10	-	-	5-10	5-10
Oliver Wilkinson ³	0-5	0-5	-	-	0-5	0-5
Carol Ackah ³	0-5	0-5	-	-	0-5	0-5
Bernie McCrory	0-5	0-5	-	-	0-5	0-5
Mark Lindsay ¹	-	-	-	-	-	-
Liam Kelly ²	-	-	-	-	-	-
Ryan Henderson ³	-	-	-	-	-	-
Julie Aiken ⁴	0-5	-	-	-	0-5	-
Paula Kealey ⁴	0-5	-	-	-	0-5	-
Anthony McNally ⁵	-	-	-	-	-	-
Damian Walsh ⁵	-	-	-	-	-	-
John Perry ⁵	-	-	-	-	-	-

¹Resigned 30th April 2022

²Resigned 30th June 2022

³Resigned 31st August 2022

⁴Appointed 1st October 2022

⁵Appointed 1st November 2022

The salary disclosures on the next page are the rates paid in the year but are for actual hours worked in post. The Interim Heads of Psychology and Coaching and Development work less than a 35 hour week.

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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Remuneration and pension entitlements - Officials

Officials	Salary (£'000)		Benefits in kind (to nearest £100)		Total (£'000)	
	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22
Dr N McBride – CEO (December 2020 onwards)	65-70	65-70	-	-	65-70	65-70
Ms J Ritchie – Interim Head of Psychological Therapies Department (February 22 onwards)	45-50 (50-55 full time equivalent)	30-35 (50-55 full time equivalent)	-	-	45-50	30-35
Mrs N McConnell – Interim Head of Psychological Therapies Department (February 22 onwards)	50-55 (50-55 full time equivalent)	45-50 (45-50 full time equivalent)	-	-	50-55	45-50
Ms H Moore- Head of Physiotherapy Department (Resigned April 2022)	6-10 (50-55 full year equivalent)	55-60	-	-	6-10	55-60
Dr T Meaklim – Interim Head of Coaching and Development (December 21 onwards)	20-25 (40-45 full time equivalent)	20-25 (40-45 full time equivalent)	-	-	20-25	20-25
Ms K Connor – Head of Finance & Shared Services (Resigned July 2022)	20-25 (50-60 full year equivalent)	50-55	-	-	20-25	50-55
Mr P Parr – Head of Physiotherapy (August 2022 onwards)	55-60 (50-55 full year equivalent)	-	-	-	55-60	-
Mr S Ballentine- Kearns – Head of Finance & Shared Services (October 2022 onwards)	25-30 (55- 60 full year equivalent)	-	-	-	25-30	-

THE POLICE REHABILITATION AND RETRAINING TRUST

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 2022-23 was £65,000-£70,000 (2020-21: £65,000- £70,000). The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

	2022-23			2021-22		
	25 th percentile	Median	75 th percentile	25 th percentile	Median	75 th percentile
Total remuneration (£)	27,500	37,500	47,500	27,500	32,500	42,500
Pay ratio	2.45:1	1.8:1	1.42:1	2.45:1	2.08:1	1.59:1

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 £37,500 and £47,500 respectively for 2022-23 (£27,500 £32,500 & £42,500 2021-22).

At 31 March 2022-23, 0 (2021-22, 0) employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £21,000 to £67,500 (2021-22: £19,000 to £67,500) based on FTE rates.

Pay ratios have moved in year due to uplifts in both the different pay scales used by PRRT for different types of staff member (e.g. NJC, NHS and NICS scales). These have increased staff members to varying degrees in 2022-23 and have resulted in changes to the ratios.

THE POLICE REHABILITATION AND RETRAINING TRUST

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) salary and allowances, and
- b) performance pay and bonuses of the highest paid director and of their employees as a whole.

The percentage changes in respect of [the organisation] are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year

Percentage change for:	2022-23 v 2021-22	2021-22 v 2020-21
Average employee salary and allowances	5.23%	2.77%
Highest paid director's salary and allowances	0.8%	0%
Average employee performance pay and bonuses	N/a	N/a
Highest paid director's performance pay and bonuses	N/a	N/a

No exit packages were paid during the 2022-23 year.

THE POLICE REHABILITATION AND RETRAINING TRUST

Pensions Benefits - Officials

Officials	Accrued pension at age as at 31/3/23 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/22	CETV at 31/3/23	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £100
Dr N McBride – CEO <i>(December 2020 onwards)</i>	-	-	-	-	-	10,700 (10k-11k FTE)
Ms J Ritchie – Interim Head of Psychological Therapies Department <i>(February 22 onwards)</i>	-	-	-	-	-	3,000 (3k-4k FTE)
Mrs N McConnell – Interim Head of Psychological Therapies Department <i>(February 22 onwards)</i>	-	-	-	-	-	3,200 (3k-4k FTE)
Ms H Moore- Head of Physiotherapy Department <i>(Resigned April 2022)</i>	-	-	-	-	-	300 (3k-4k FTE)
Dr T Meaklim – Interim Head of Coaching and Development <i>(December 21 onwards)</i>	-	-	-	-	-	1,300 (1k-2k FTE)
Ms K Connor – Head of Finance & Shared Services <i>(Resigned July 2022)</i>	-	-	-	-	-	1,200 (3k-4k FTE)
Mr P Parr – Head of Physiotherapy <i>(August 2022 onwards)</i>	-	-	-	-	-	3,400 (3k-4k FTE)
Mr S Ballentine-Kearns – Head of Finance & Shared Services <i>(October 2022 onwards)</i>	-	-	-	-	-	1,700 (3k-4k FTE)

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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Staff Report – AUDITED INFORMATION

The staff headcount breakdown for PRRT at 31 March 2023 analysed by category was as follows:

	2022-23	2021-22
Physiotherapy	5	6
Psychology	8	8
Services Administration	6	5
Coaching and Development	3	5
Management and admin	3	3
Corporate Services	4	3
Finance	2	3
Housekeeping	2	3
Chief Executive Office	1	1
TOTAL	34	37

The majority of staff were considered to be permanently employed at the year end. The above statistics represent the actual number of employees and does not include the Board Members or Associates who are employed on an ad hoc basis.

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 38.5 (2021-22: 45).

The aggregate payroll costs of the above were:

	2022-23	2021-22		
	£	£		
	Permanently employed staff	Other - Agency staff	Total	Total
Wages and salaries	1,051,315	2,404	1,053,719	1,127,049
Social Security costs	111,514	-	111,514	114,049
Other Pension costs	70,224	-	70,224	75,069
	1,233,053	2,404	1,235,457	1,316,167

Directors' Remuneration – AUDITED INFORMATION

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

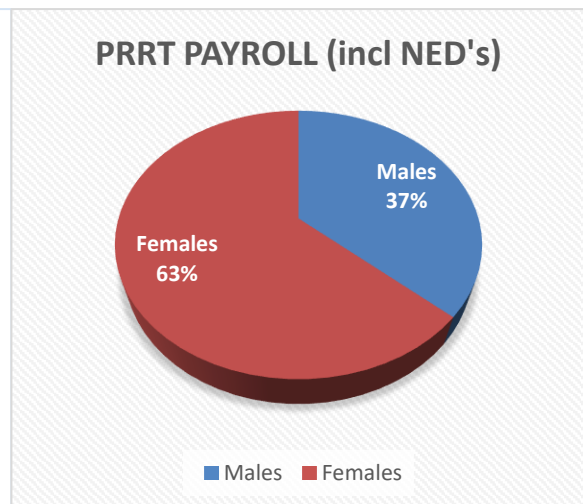
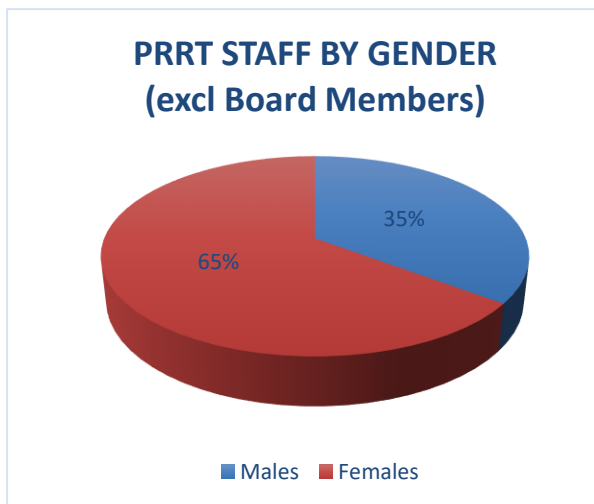
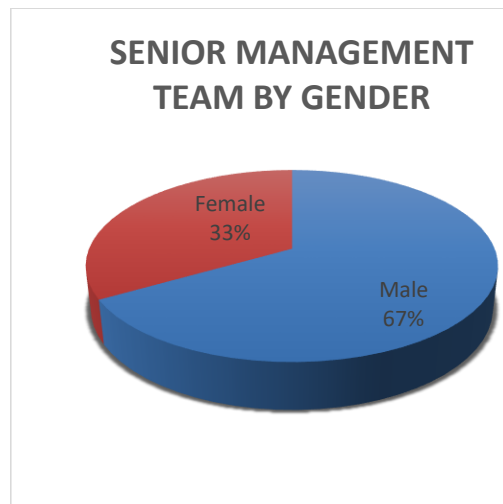
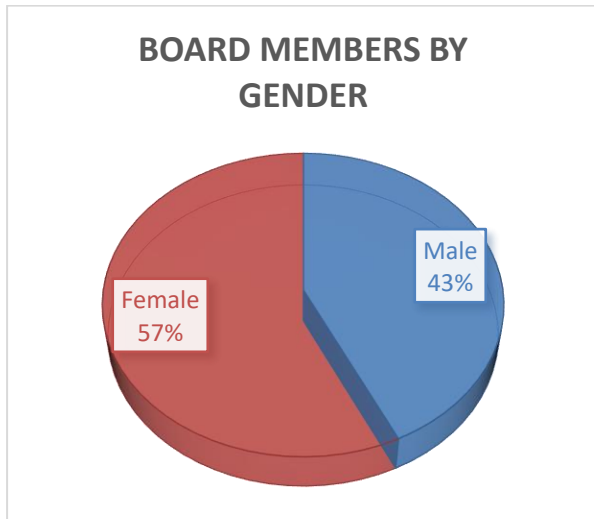
	2022-23	2021-22
	£	£
Remuneration receivable	25,000	25,000

THE POLICE REHABILITATION AND RETRAINING TRUST

Staff Composition

Workforce composition plays a significant role in aiding the progress and growth of business organisations. PRRT recognise the key resource is the staff it employs. Expenditure on staffing represents the largest area of spend by PRRT. Expenditure on staff during the year was £1,235k (2021-22: £1,316K).

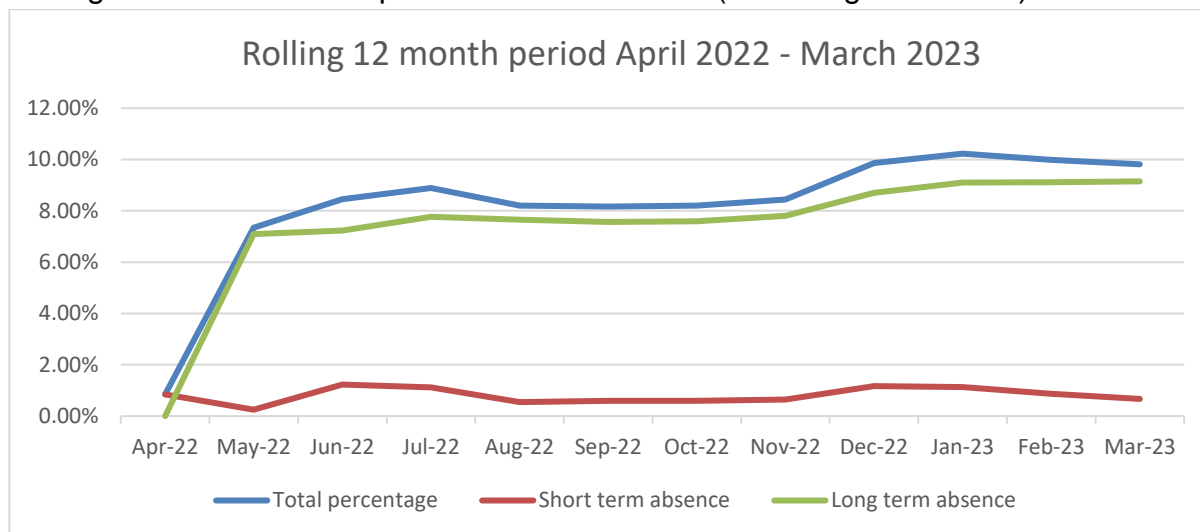
Staffing at the end of year can be split by gender as detailed below:



THE POLICE REHABILITATION AND RETRAINING TRUST

Absence Data

Rolling 12 Month Period April 2022 – March 2023 (excluding COVID-19)



PRRT's long-term absence figure is 8.25% (2022: 5.75%), PRRT target is 2.75%. The statistic is higher than last year due to increased spells of long term absence by several members of staff. As at 31 March 2023 there are three members of staff off on long-term sick leave. This high level of long-term absence has, in turn, impacted on PRRT's overall sickness absence percentage, bringing it to 8.25% (2022: 6.65%) (against a target of 4% for the 2022-23 financial year).

PRRT short term absence is 0.95% (2021-22: 0.90%) over the course of the year and this falls below our target of 1.25%.

All our absences are closely 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 and absence review meetings held with members of staff who are off due to sickness absence
- Formal absence review meetings are held with those who are off sick long term and for those with persistent short-term absence that meet PRRT's absence trigger levels
- Where appropriate, employees on sickness absence are referred to Occupational Health for medical advice
- 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
- Following all periods of employee sickness absence, return to work meetings are held by the line manager with the employee. During these meetings any support required going forward or trigger points met in accordance with policy will be noted and actioned.

THE POLICE REHABILITATION AND RETRAINING TRUST

Looking to the incoming financial year with resources in place, the key focus will be on effectively managing both short- and long-term absences within PRRT to improve levels of absence and keep in line with targets.

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 places a statutory obligation on public authorities, in carrying out their functions, powers and duties, to have due regard to the need to promote equality of opportunity and good relations in respect of:

- religious belief, political opinion, gender, race, disability, age, marital status, dependants and sexual orientation

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 which are kept relevant and up to date and reflective of good practice.

Equal Opportunities and Recruitment

PRRT's Equal Opportunities Policy provides a detailed insight into our ongoing commitment to equality set out in one place and our objectives and arrangements for embedding equality into everything we do.

PRRT is committed to ensuring 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.

All new staff are made aware of where they can access PRRT's equality scheme and who they can go to should they have any queries in relation to the application of the scheme. New staff members are also briefed in PRRT's Equal Opportunities and Dignity at Work policies and their role in relation to the implementation of these policies.

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.

Assembly Accountability Disclosure Notes

Losses and special payments - AUDITED INFORMATION

There were no losses or special payments required for disclosure in 2022-23 and 2021-22.

Fees and Charges – AUDITED INFORMATION

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

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

Service	Income £	Full cost £	Surplus/(Deficit) £
Healthcare	148,912	162,065	(13,153)
Training	10,433	4,378	6,055
Non-Healthcare	143,464	142,319	1,145

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 2022-23 that require disclosure.



Dr Norry McBride
Chief Executive & Accounting Office
Date: 27 June 2023

THE POLICE REHABILITATION AND RETRAINING TRUST

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 2023 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 UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

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

In my opinion the financial statements:

- give a true and fair view of the state of the Police Rehabilitation and Retraining Trust's affairs as at 31 March 2023 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 the Police Rehabilitation and Retraining Trust's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

The going concern basis of accounting for the Police Rehabilitation and Retraining Trust is adopted in consideration of the requirements set out in the Government Reporting Manual, which 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

THE POLICE REHABILITATION AND RETRAINING TRUST

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

I have nothing to report in this regard.

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 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;

THE POLICE REHABILITATION AND RETRAINING TRUST

- 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;
- ensuring the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with the applicable financial reporting framework; and
- assessing the Police Rehabilitation and Retraining Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Police 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 the Police Rehabilitation and Retraining Trust's compliance with laws and regulations;

THE POLICE REHABILITATION AND RETRAINING TRUST

- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Police Rehabilitation and Retraining Trust's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

- applying tailored risk factors to datasets of financial transactions and related records to identify potential anomalies and irregularities for detailed audit testing.

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.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

6 July 2023

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2023

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Comprehensive Net Expenditure

For The Year ended 31 March 2023

This account summarises the expenditure and income consumed and generated respectively 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	2022-23 £	2021-22 £
Revenue from contracts with customers	4	(299,803)	(156,112)
Other Operating Income	4	(35,988)	(1,649)
Total operating income		<u>(335,791)</u>	<u>(157,761)</u>
Staff costs	3	1,235,457	1,316,167
Depreciation and impairment charges	3	177,174	60,862
Other operating expenditure	3	719,025	588,822
Total operating expenditure		<u>2,131,656</u>	<u>1,965,851</u>
Net expenditure for the year		<u>1,795,865</u>	<u>1,808,090</u>
Comprehensive net expenditure for the year		<u>1,795,865</u>	<u>1,808,090</u>

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

The notes on pages 82 to 89 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

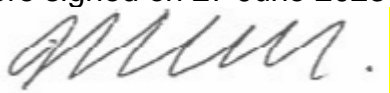
Statement of Financial Position

As at 31 March 2023

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	2023 £	2022 £
Non-current assets:			
Property, plant and equipment	6	1,288,431	201,086
Total non-current assets		<u>1,288,431</u>	<u>201,086</u>
Current assets:			
Trade and other receivables	8	67,652	64,158
Cash and cash equivalents	7	40,711	63,001
Total current assets		<u>108,363</u>	<u>127,159</u>
Total assets		<u>1,396,794</u>	<u>328,245</u>
Current liabilities:			
Trade and other payables	9	(409,320)	(324,667)
Total current liabilities		<u>(409,320)</u>	<u>(324,667)</u>
Total assets less current liabilities		<u>987,474</u>	<u>3,578</u>
Non-current liabilities			
Trade Payables	10	(934,761)	-
Total non-current liabilities		<u>(934,761)</u>	<u>-</u>
Total assets less liabilities		<u>52,713</u>	<u>3,578</u>
Taxpayers' equity and other reserves			
General reserve		52,713	3,578
		<u>52,713</u>	<u>3,578</u>

The Financial Statements on pages 78 to 81 have been approved by the Board and were signed on 27 June 2023 on its behalf by:



Dr Norry McBride

Chief Executive

The notes on pages 82 to 89 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

For The Year ended 31 March 2023

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	2022-23 £	2021-22 £
Cash Flows from operating activities			
Net operating expenditure		(1,795,865)	(1,808,090)
Adjustment for non-cash			
Transactions	3	177,174	60,862
(Increase)/Decrease in trade and other receivables	8	(3,494)	16,537
Increase/(Decrease) in trade and other payables	9	84,653	(16,658)
Net cash outflow from operating activities		(1,537,532)	(1,747,349)
Cash flows from investing activities			
Purchase of property and equipment	6 & 10	(329,758)	(103,069)
Net cash outflow from investing activities		(329,758)	(103,069)
Cash flows from financing activities			
Grants from Sponsor Department		1,845,000	1,865,000
Net financing		1,845,000	1,865,000
Net increase in cash and cash equivalents in the period		(22,290)	14,582
Cash and cash equivalents at beginning of the period	7	63,001	48,419
Cash and cash equivalents at the end of the period	7	40,711	63,001

The notes on pages 82 to 89 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 2023

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 2021	<u>(53,332)</u>	<u>(53,332)</u>
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	<u>3,578</u>	<u>3,578</u>
Changes in Taxpayers' Equity 2022-23		
Grants from Sponsor Department	1,845,000	1,845,000
Comprehensive Expenditure for the year	(1,781,565)	(1,781,565)
Auditors' Remuneration	(14,300)	(14,300)
Balance at 31 March 2023	<u>52,713</u>	<u>52,713</u>

The notes on pages 82 to 89 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

Notes to the Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2022-23 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 (£).

1.2 Income

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

1.3 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 2023

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.

1.5 Lease Agreements

As of April 2022, IFRS 16 has been applied for recognising and expensing leases. Rental leases have been capitalised within the balance sheet and depreciation and interest have been expensed within the SoCNE. On transition, PRRT used the lease liability tool provided by DoJ to calculate depreciation and interest expenses based off of quarterly payments over the next 10 years. This has led to reduced rental payment expenses in year and increased depreciation expenditure in year. Low value leases have been expensed directly to the SoCNE in line with IFRS 16.

1.6 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.

1.7 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.

1.8 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 January 2023 but which have not been adopted. IFRS 17 *Insurance Contracts* will replace IFRS 4 *Insurance Contracts* and is effective for accounting periods beginning on or after 1 January 2023. In line with the requirements of the FReM, IFRS 17 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2025.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

The application of IFRS 17 will have no impact on PRRT.

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

	2022-23	2021-22
	£	£
Staff Costs ¹ :		
Wages and Salaries	1,053,719	1,127,049
Social Security Costs	111,514	114,049
Other Pension Costs	70,224	75,069
Psychological therapies	29,117	4,828
Physiotherapy	101,876	108,536
Coaching & Development	27,692	35,201
Rehabilitation support	(916)	1,631
Projects	106,392	33,766
Establishment costs	265,054	277,815
Information technology	68,802	56,480
Finance charges	252	218
Running costs	120,756	70,347
Non-cash items:		
Depreciation of owned plant and equipment	86,959	625
Depreciation of leased property, plant and equipment	90,215	60,237
Total	<u>2,131,656</u>	<u>1,965,851</u>

¹Further analysis of staff costs is located in the Staff Report on page 65.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

4. Other Operating Income

	2022-23	2021-22
	£	£
Healthcare income	148,913	77,861
Non-healthcare income	96,066	33,290
Service charges	80,379	40,049
Training income	10,433	6,561
	<u>335,791</u>	<u>157,761</u>
Contracts with Customers	299,803	156,112
Other Operating Income	35,988	1,649
	<u>335,791</u>	<u>157,761</u>

5. Tax Credit

(a) Analysis of credit in the year

	2022-23	2021-22
	£	£
Current tax		
UK Corporation tax based on the results for the year at 19% (2022: 19%)	<u>(912)</u>	<u>(588)</u>
Total current tax credit	<u>(912)</u>	<u>(588)</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% (2022: 19%).

	2022-23	2021-22
	£	£
Expenditure on ordinary activities before taxation	(5,954)	(3,094)
Tax on profit on ordinary activities at standard CT rate of 19% (2022: 19%)	-	-
Effects of:		
Losses carried back	(588)	
Adjustment to tax charge in respect of previous periods	<u>(324)</u>	<u>(588)</u>
Tax credit for the period	<u>(912)</u>	<u>(588)</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

6. Property, Plant and Equipment

2022-23

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2022	1,546,704	159,806	321,623	427,752	2,455,885
Additions	1,155,175	-	19,400	94,444	1,269,019
Disposals	(1,543,735)	(34,065)	(40,953)	(184,189)	(1,802,942)
WIP	-	-	-	(4,500)	(4,500)
At 31 March 2023	1,158,144	125,741	300,070	333,507	1,917,462
Depreciation					
At 1 April 2022	1,546,704	129,011	261,427	317,657	2,254,799
Charge for the period	90,215	14,816	17,995	54,148	177,174
On disposals	(1,543,735)	(34,065)	(40,953)	(184,189)	(1,802,942)
At 31 March 2023	93,184	109,762	238,469	187,616	629,031
Net Book Value					
At 31 March 2023	1,064,960	15,979	61,601	145,891	1,288,431
At 31 March 2022	-	30,795	60,196	110,095	201,086

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

7. Cash and cash equivalents

	2022-23	2021-22
	£	£
Balance at 1 April	63,001	48,419
Net Change in cash and cash equivalents	<u>(22,290)</u>	<u>14,582</u>
Balance at 31 March	<u>40,711</u>	<u>63,001</u>

The following balances at 31 March were held at:

Commercial banks and cash in hand	<u>40,711</u>	<u>63,001</u>
Balance at 31 March	<u>40,711</u>	<u>63,001</u>

8. Trade receivables, financial and other assets

Amounts falling due within one year:	2022-23	2021-22
	£	£
Trade receivables	25,999	8,243
Prepayments and accrued income	40,741	55,327
Tax Credit	912	588
	<u>67,652</u>	<u>64,158</u>

9. Trade payables, financial and other liabilities

Amounts falling due within one year:	2022-23	2021-22
	£	£
Trade payables	40,465	19,426
Other payables	110,086	134,470
Accruals and deferred income	138,769	170,771
Short term leases	120,000	-
	<u>409,320</u>	<u>324,667</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

10. Leases

As of 1 April 2022, IFRS 16 requires changes to the accounting treatment and disclosures related to leases. The impact of these changes is reflected below within the disclosure notes;

10.1 Quantitative disclosures around right-of-use assets

	2022-23
	£
Right-of-use Assets	
Buildings	
As at 1 April 2022	-
Additions	1,137,068
Less: depreciation expense	<u>(90,000)</u>
As at 31 March 2023	<u>1,047,068</u>

10.1 Quantitative disclosures around lease liabilities

	2022-23	2021-22 Restated for IFRS 16
	£	£
Buildings		
Not later than one year	120,000	18,500
Later than one year and not later than five years	480,000	-
Later than five years	454,761	-
	<u>1,054,761</u>	<u>18,500</u>
Less: interest expense	<u>(45,239)</u>	-
Present value obligation	<u>1,009,522</u>	<u>18,500</u>
Other		
Not later than one year	2,293	1,891
Later than one year and not later than five years	6,915	315
Later than five years	£	-
	<u>9,208</u>	<u>2,206</u>
Present value obligation	<u>9,208</u>	<u>2,206</u>
Total present value of obligations	<u>1,018,730</u>	<u>20,706</u>
Current portion	<u>122,293</u>	<u>20,391</u>
Non-current portion	<u>896,437</u>	<u>315</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the Accounts

Year ended 31 March 2023

PRRT's lease for the Maryfield Complex was signed on 15th March 2023 for an extension period of 10 years.

11. Capital Commitments

At 31 March 2023 authorised future capital expenditure amounted to £Nil (2022: £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, and NI Courts and Tribunal Services. The PRRT has supplied bespoke training, psychological therapies and physiotherapy services and assessments to these bodies.

PRRT received service charges and other charges totalling £27,910 (2022: £34,196) from Northern Ireland Police Fund, and charges of £5,796 (2022: £5,852) from Northern Ireland Retired Police Officers Association (NIRPOA) during the year. At the year-end PRRT was owed £nil (2022: £nil) from NIPF and NIRPOA.

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
John Perry	Assistant Secretary	PFNI
Damian Walsh	Secretary	PFNI
Anthony McNally	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 Accounting Officer authorised the issue of these financial statements on 06/07/2023.