Flint House Police Rehabilitation

England & Wales · Charity number 1146913

Details

Other names	THE POLICE REHABILITATION CENTRE, POLICE REHABILITATION CENTRE
Status	Registered
Legal form	Charitable company
Company number	07990432
Registered	2012-04-17
Register	View on the Charity Commission register

Contact

Address	Flint House Police Rehabilitation Flint House Reading Road Goring Reading RG8 0LL
Phone	01491874499
Email	RECEPTION@POLICEREHAB.CO.UK
Website	www.flinthouse.co.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE THE PROMOTION OF THE EFFICIENCY OF THE POLICE SERVICE BY THE PROVISION OF REHABILITATION SERVICES FOR THE BENEFIT OF SERVING POLICE OFFICERS AND THOSE CONSIDERED BY THE BOARD OF TRUSTEES TO BE IN POLICING ROLES. ALSO THE PROVISION OF REHABILITATION SERVICES FOR RETIRED POLICE OFFICERS AND (SAVE FOR PURPOSES INCIDENTAL AND ANCILLARY TO THESE OBJECTS) NO OTHER PURPOSES.

Activities: Flint House Vision To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement. Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury.

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Classification

- **How:** Provides Services
- **What:** Armed Forces/emergency Service Efficiency
- **Who:** Other Defined Groups

Geography

- Guernsey
- Jersey
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£5,809,576	£6,020,383	£32,442,956	111
2023-12-31	£5,936,808	£6,232,684	£32,168,474	113
2022-12-31	£6,101,118	£5,573,432	£32,182,740	116
2021-12-31	£5,368,459	£5,096,365	£32,478,427	117
2020-12-31	£5,497,157	£5,363,516	£31,527,728	140

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Trustees

Name	Role	Appointed
Aidan Brian Kelly		2024-04-23
Allen George Orchard		2022-01-18
Christopher John Hobbs		2024-07-18
Clive Robert Field		2015-12-15
Daniel Patrick Murphy		2024-01-23
Ewan David Shinton		2025-10-21
John Charles Parry		2023-01-17
Joseph Lloyd		2025-10-21
Karen Louise Barker		2024-04-23
Keith Malda		2025-08-11
Samantha de Reya		2020-07-14
Zachary Mader-Booh		2019-03-10

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Flint House Police Rehabilitation

England & Wales - Charity number 1146913

Accounts

Flint House
Police Rehabilitation

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2024



flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432



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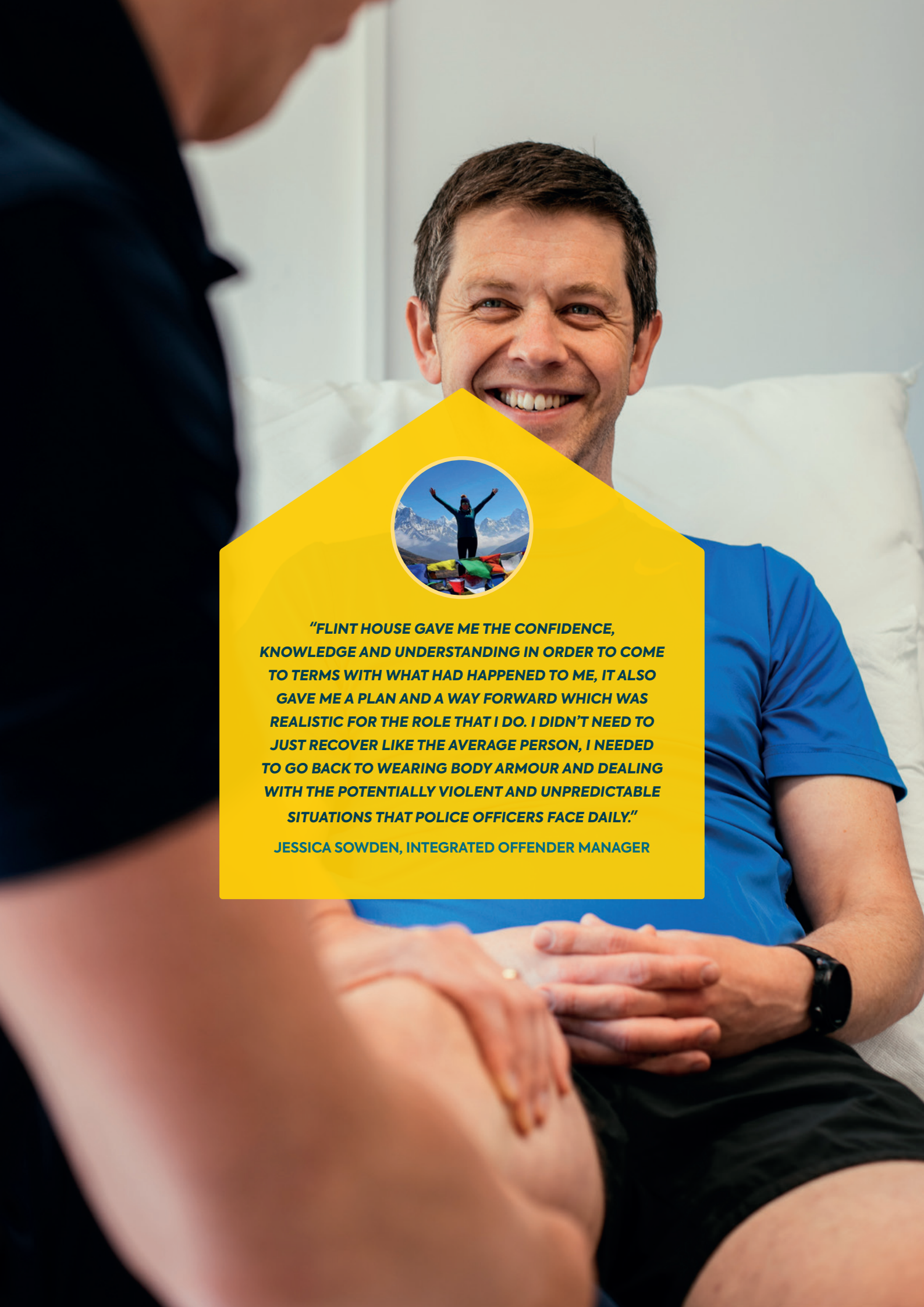
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"FLINT HOUSE GAVE ME THE CONFIDENCE, KNOWLEDGE AND UNDERSTANDING IN ORDER TO COME TO TERMS WITH WHAT HAD HAPPENED TO ME, IT ALSO GAVE ME A PLAN AND A WAY FORWARD WHICH WAS REALISTIC FOR THE ROLE THAT I DO. I DIDN'T NEED TO JUST RECOVER LIKE THE AVERAGE PERSON, I NEEDED TO GO BACK TO WEARING BODY ARMOUR AND DEALING WITH THE POTENTIALLY VIOLENT AND UNPREDICTABLE SITUATIONS THAT POLICE OFFICERS FACE DAILY."

JESSICA SOWDEN, INTEGRATED OFFENDER MANAGER

SINCE 1890

Who we are

Our vision: To support people to lead healthy lives, build resilient careers and enjoy retirement, by delivering world class preventative and rehabilitative care to serving and retired members of the Police Service.

Our purpose: Helping people in the police service to heal through world class Physical Rehabilitation and Mental Health support.

Our values:

- Putting people first
- Always caring, supportive and compassionate
- Acting with integrity
- Treating people with respect
- Striving for excellence
- Continuous improvement

JON CARTER-LANG

Chair's foreword



2024 has been a year of both opportunity and challenge for Flint House Police Rehabilitation. Our core mission *"to support the health and wellbeing of people in the police service"* remains as vital as ever, and I am proud of the Charity's ability to adapt and continue delivering high-quality rehabilitation services despite the changing financial and operational landscape.

A significant highlight this year was the appointment of His Majesty King Charles III as our Royal Patron in May 2024. This honour reaffirms the vital work Flint House does in rehabilitating and supporting those who serve in policing. We are grateful for this recognition and the ongoing support it brings to our Charity.

The Government's fiscal budget changes announced in Autumn 2024 relating to Employers National Insurance and National Living Wage will create a more challenging financial environment for charities like ours which are dependent on staff to deliver our core services. In 2025 the impact of these changes on our staff cost is forecast to be in excess of £100k. Despite these external challenges, thanks to the ongoing support of serving and retired police officers who donate regularly to Flint House, the Charity remains financially stable.

As a Board, we remain committed to ensuring Flint House remains relevant and responsive to the evolving needs of the policing community. In January 2025, we reaffirmed the charity's strategic objectives, which will continue to focus on:

- Engaging with key stakeholders across police forces to strengthen relationships and awareness of our services.
- Reviewing our eligibility criteria and clinical offering to ensure we continue to meet the demands of our beneficiaries in a changing policing landscape.

We are extremely fortunate to have so many generous supporters to help our Charity achieve its primary aim of rehabilitation services.

Our strategic direction will help Flint House adapt and thrive, ensuring we provide the right services in the right way for those who need us most.

I would like to thank fellow members of the Board of Trustees who have provided continuity of governance and oversight of the charity during 2024. During the year we bid farewell to three trustees, Andy Swift, Mark McIntryre and Tom Gaymor. We extend our sincere thanks for their dedicated service and valuable counsel during their tenure as trustees. We welcomed Dan Murphy, Aidan Kelly and Chris Hobbs to the Board as nominated Trustees, from the Police Superintendents Association and Police Federation of England & Wales, and Professor Karen Barker joined as a Co-opted Trustee bringing a wealth of clinical expertise to our Board. Post year end Tim Clarke left the Board of Trustees and we are pleased to announce that Keith Malda was appointed as his replacement on 11th August 2025. As a previous ambassador for Flint House, Keith is a great advocate and a valuable addition to the Board.

It is with sadness that I will be resigning as Trustee and Chair from 31st August 2025. I have a new role and will no longer be a police officer, so am unable to hold the nominated Federation seat that appointed me to the Flint House Board. It has been my absolute privilege and honour to serve as Chair since 2021, and I now hand the baton over to my replacement.



Chairman

INTERIM CHAIR STATEMENT

I would like to thank Jon for his guidance and support over the last five years, and for bringing Flint House to the strong position it is in today. Whilst a replacement Chair is appointed, as Vice Chairs Sam de Reya and myself will act as joint Interim Chairs and will wholeheartedly continue to uphold the aims and goals of the Charity.



I believe that despite financial headwinds and a challenging external landscape, Flint House remains resilient, forward-thinking, and committed to its mission. With strong leadership, a clear strategic direction, focused governance and the continued support of our donors and stakeholders, I am confident that we will build on our proud history and continue to serve the police community with excellence.



Zac Mader
Interim Chair

SOPHIA MAJAYA

CEO's statement



Our commitment to supporting the health and wellbeing of policing remains at the heart of everything we do. I am immensely proud of the Charity and its continued efforts in delivering outstanding care.

Demand for our services continues to grow. During 2024 we evolved our clinical services and as a result we treated over **3,600** patients in the year which was an annual increase of over **500** additional patients compared to the previous financial year. In the last 10 years, our clinical team has now provided rehabilitation services and care to over **27,500** patients.







During 2024 the Charity continued to feel the effects of the cost of living crisis impacting both our cost base and generating increased pressure on the disposable income of our primary donor base of serving and retired officers with its associated impacts on our donor income. I'm pleased to report, despite these pressures and through sound cost optimisation, the Charity delivered an operating surplus in the year before depreciation charges. The overall financial surplus presented in the Accounts was further supported by strong investment portfolio performance in the latter part of 2024.

Our rich history and heritage continues to shape our future and 2024 gave an opportunity to work alongside our Chaplain, Don Axcel, who republished 'A Beloved Lady' by J.H. Tritton, a book that plots the history of Catherine Gurney, Founder of the Charity, which highlights the historical impact the Charity has had in supporting policing over the last 134 years. This activity has enabled the Charity to set the foundations for our new Fundraising and Engagement Manager, who joined the team in 2024 and will be focused on not only growing our core donor bases, but also diversify our income by generating income from new sources in the future.

In line with this theme of history influencing our future we have undertaken a thorough Heritage Survey reflecting our commitment, not only to preserving the historic significance of Flint House, but also to protecting the natural environment and surroundings that enhance the patient experience. This includes exciting plans to refurbish a dormant residential building on the site into an exciting meeting space to host clinical meetings and showcase the work the Charity does. Building work is scheduled to begin on this project during 2025, whilst we continue work on the broader refurbishment of the other buildings over the next 3 years.

Looking to the future we recognise the evolving needs of the policing community and are actively exploring ways to evolve our services. This includes a greater focus on preventative healthcare and digital innovation, ensuring we remain at the forefront of rehabilitation and wellbeing support.

Flint House is built on the dedication of its staff and we are deeply grateful to our fundraisers and supporters who continue to raise vital funds to sustain our work.

Together I am confident we will continue to strengthen and evolve our Charity, honouring our history while embracing the future.



PHYSICAL REHABILITATION
MENTAL HEALTH SUPPORT
NURSING

Clinical report

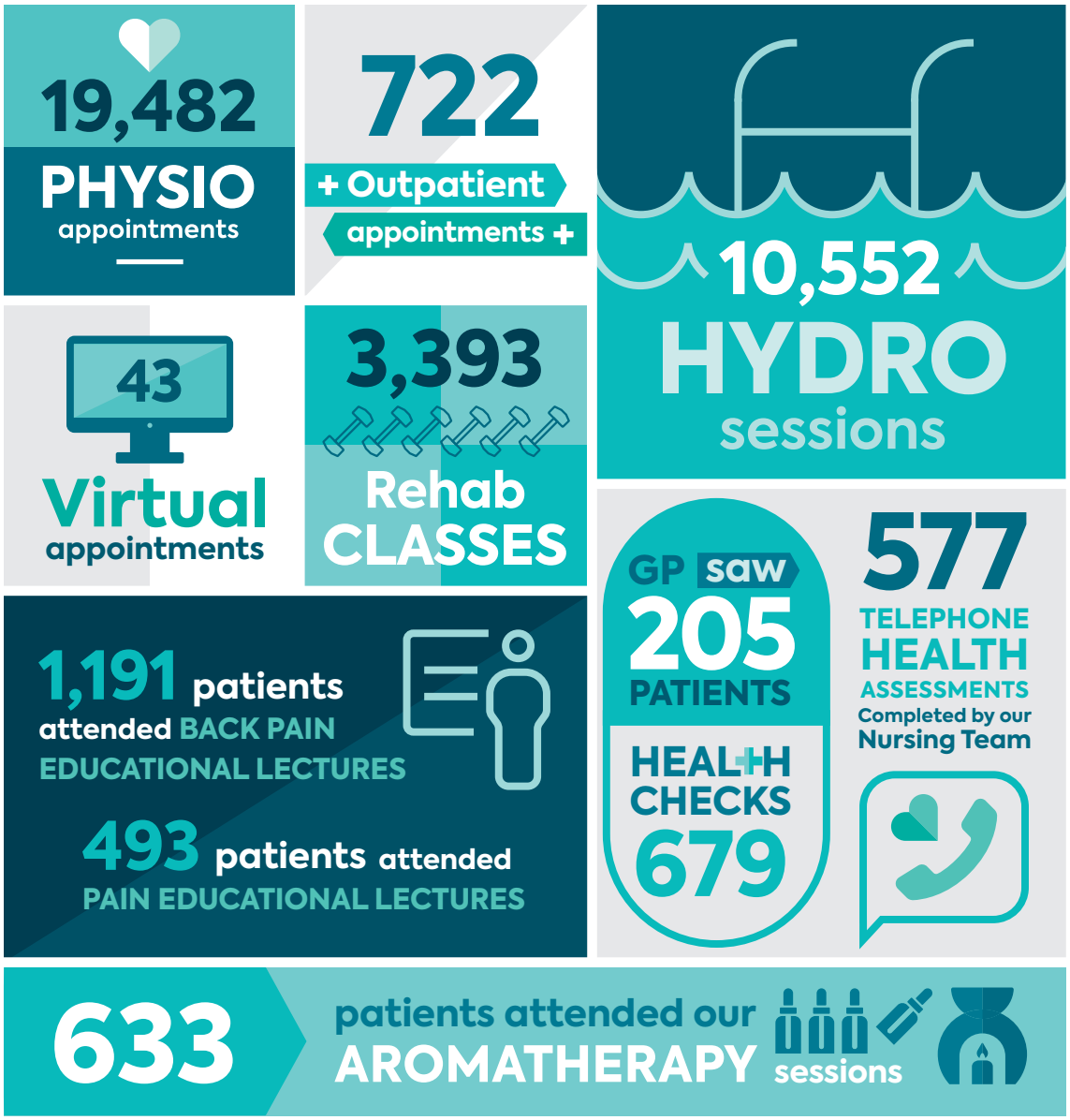
As I reflect on my first year as Clinical Director, the team has not only treated over 15% more patients than the previous year, alongside this we have strengthened our relationship with key stakeholders to ensure our services are relevant and our clinical insights are shared with the policing community.

We continue to create an environment at Flint House where people can thrive together and excel in the clinical services, care and treatment we deliver, enabling us to make a difference to our patients and their families' lives.

The demand for our services throughout the year remained high, with over 4,000 applications for treatment in 2024. We continued to manage the demand successfully through our triaged flexible clinical treatment model, where the length of residential stay and timing of treatment is adjusted to the clinical needs of the patient. In 2024 this model allowed us to support an extra 629 patients for physical rehabilitation and mental health support, along with 404 more nursing interactions compared to the previous year.



In 2024 we supported over 3,600 patients requiring physical rehabilitation and mental health support by delivering:



The Physical Rehabilitation, Mental Health and Nursing team continue to work closely, adopting a strong multidisciplinary approach to deliver holistic patient care. As a team, they are responsive to feedback and look to adapt treatment to meet the demands of our patients. In the last 12 months, the Mental Health team have developed a new dedicated programme more appropriate for relapse management as well as running our regular programme specifically for retired officers (page 10-11 of this report showcases in further detail our mental health programme and feedback from recent research).

Throughout the year we have forged a stronger relationship with Oscar Kilo (The National Police Wellbeing Service) and the College of Policing. We have collaborated with the National Police Chief Medical Officer, along with the Occupational Health (OH) lead, to present at a regional rehabilitation conference for the military on 'Rehabilitation in the Police: an OH Perspective'.

We have also worked on improving the communication and understanding within the Police Forces' Occupational Health departments on the treatment we offer and how they can assist us in supporting Police Officers at the right time. Our clinical team leads attended the 'Occupational Health Nurse advisors to the Police Service' national conference, where we presented, alongside the Police Treatment Centre, to occupational health delegates from Police forces across England and Wales.

Our specialist cancer rehabilitation treatment pathway was recognised by The Police Federation of England and Wales when they hosted a Men's health webinar and invited our clinical specialist along as an external guest speaker to discuss how Flint House supports officers with a cancer diagnosis.

In order to continue to maintain our clinical standards, we are committed to supporting our clinical teams with their continuous professional development. This year, one of our physiotherapists completed postgraduate training in Nutrition and developed a Nutrition talk which is run on a weekly basis for patients with great feedback. We have also invested in our neurodiversity training in response to the increased awareness of neurodiversity within policing and the effect it has on police officers' emotional wellbeing.

In conjunction with the Mental Health programme and individualised physiotherapy treatments, the nursing team continue to offer 24 hour support to our patients alongside offering health checks, aromatherapy workshops, sleep management sessions as well as supporting our GP during their weekly clinics.

As the year drew to a close, we appointed a new Physical Rehabilitation Manager to further strengthen our commitment to continuously evolving and enhancing the clinical services we offer.

As we look to the future, I am very proud of the clinical service the team delivers here at Flint House and through ongoing investment in our team, our equipment and facilities we will be able to continue to respond to the growing demands for our services and clinical needs of our patients both in the short and long-term.



Mr Ian Barron
Clinical Director

MENTAL HEALTH PROGRAMME: We recognise that police officers hear and see things that others can turn away from and that this continued exposure can increase the risk of a mental health decline. Our 5-day residential programme is facilitated by experienced mental health practitioners and registered nurses who have a sound understanding of the roles and challenges of the policing family.

What do our patients say about the programme?

Patients attending Flint House for the Mental Health Programme consistently described their stay as a transformative and deeply restorative experience centred around three core elements: **respite, psychoeducation,** and **peer engagement**. Each element played a distinct but interconnected role in supporting their mental health and long-term wellbeing.

1. **Respite:** Respite was the foundation of the experience, offering patients a break from the stress of daily life. The calm, beautiful environment and the attentive care—meals prepared, rooms tidied—allowed participants to relax and focus inward. Flint House was described as a sanctuary, providing space to reflect and reset. This break from routine gave patients clarity about the importance of ongoing self-care, prompting many to make meaningful lifestyle changes upon returning home.

2. **Psychoeducation:** The psychoeducational component was highly valued, offering new ways of understanding thoughts, behaviours, and emotional responses. Patients gained tools and techniques to manage their mental health more effectively, including the connection between physical habits (like sleep and exercise) and emotional wellbeing. Many reported feeling more empowered and better equipped to articulate their struggles and seek help. The safe and engaging learning environment contributed significantly to the success of this element.

3. **Peer engagement:** Peer support was unexpectedly impactful. Being among fellow police officers created a safe space where vulnerability was accepted, not hidden. Sharing stories normalised their experiences and reduced feelings of shame and isolation. This camaraderie often led to lasting connections, with many maintaining supportive relationships post-stay through WhatsApp groups and occasional meet-ups. The experience reinforced the importance of staying connected and reaching out for help.

Facilities and staff

The Flint House environment was universally praised—from the peaceful natural surroundings to the quality of food, gym, and pool facilities. These elements supported both physical and mental recovery. Staff were described as warm, caring, and going above and beyond, reinforcing the sense of safety and care that defined the Flint House experience.

A unique offering

What sets Flint House apart is its residential, group-based model. Unlike short-term, individual counselling, Flint House allowed patients to fully immerse themselves in recovery. The blend of rest, learning, and peer connection created a holistic experience that patients felt could not be replicated elsewhere.

> ***Flint House provides a unique, multi-faceted approach to mental health recovery for police officers, with lasting benefits in resilience, self-awareness, and support networks.***

Flint House Mental Health Programme – Report of Research – Lisa Cross and Hazel Fletcher
(https:/www.flinthouse.co.uk/services/mental-health



FLINT HOUSE POLICE REHABILITATION
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 December 2024

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS. FOR THE YEAR ENDED 31 DECEMBER 2024

Patron – His Majesty King Charles III.

President – Vacant.

Trustees

Mr C Field, co-opted (appointed 15 December 2015)

Mr Z Mader, National Board of the Police Federation of England & Wales, (appointed 10 March 2019)

Ms S de Reya, National Police Chiefs Council, (appointed 14 July 2020)

Mr J Carter-Lang, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity, (appointed 20 October 2020, appointed chair on 20 September 2021, resigned as chair and trustee on the 31 August 2025)

Mr T Gaymor, co-opted, (appointed 20 October 2020, resigned 20th October 2024)

Mr T Clarke, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021, resigned 1st March 2025)

Mr A Swift, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021, resigned 23 April 2024)

Mr A Orchard, co-opted, National Association of Retired Police Officers rep, (appointed 18 January 2022)

Mr M McIntyre, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 26 April 2022, resigned 17 July 2024)

Mr J C Parry, co-opted (appointed 17 January 2023)

Mr D Murphy, Police Superintendents' Association (appointed 23 January 2024)

Mr K Barker, co opted (appointed 23 April 2024)

Mr A Kelly, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 23 April 2024)

Mr C Hobbs, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 18 July 2024)

Mr K Malda, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 11 August 2025)

Company registered number
07990432

Charity registered number
1146913

Registered office
Flint House
Reading Road
Goring on Thames
Oxfordshire
RG8 0LL

Honorary Chaplain
The Rev D Axcell

Independent auditor
James Cowper Kreston Audit
Chartered Accountants and
Statutory Auditor
The White Building
4 Cumberland Place
Southampton
SO15 2NP

Bankers
Barclays Bank Plc
PO Box 6539
Leicester
LE87 2GA

Solicitors
Penningtons Manches Cooper LLP
125 Wood Street
London
EC2V 7AW

Investment Manager
RBC Brewin Dolphin
12 Smithfield Street
London
EC1A 9LA

Executive Team
Ms S Majaya
Chief Executive Officer

Mr I Lillistone
Chief Financial Officer

Mr I Barron
Clinical Director
(appointed 22 April 2024)

Mrs K O'Neill
Head of HR

Mr R Millward
Head of Operations
(appointed 19 February 2024)

Mr P Finn
Head of IT
(resigned 25 January 2024)

Ms A Weatherburn
Head of Marketing & PR
(resigned 8 July 2024)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

Trustees present their annual report together with the audited financial statements of Flint House Police Rehabilitation (FH) for the year 1 January 2024 to 31 December 2024. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document: The Articles of Association adopted on 14 March 2012 (as last amended April 2023), and constitutes a limited company, limited by guarantee as defined by the Companies Act 2006.

Appointment of Trustees

In accordance with the Articles of Association, the Board of trustees when complete should consist of not more than twelve individuals, all of whom must be Members. There should be not less than five trustees of whom not less than two should be co-opted trustees.

Seven nominated trustees - such appointments being nominated as:-

- One nominated by the National Police Chiefs' Council
- One nominated by the Police Superintendents' Association
- One nominated by the National Board of the Police Federation of England and Wales
- Two nominated by the Metropolitan Police Branch Board of the Police Federation of England and Wales
- Two nominated by Branch Boards of the Police Federation of England and Wales from other police forces contributing to the Charity

Five co-opted trustees - appointed by a resolution of the trustees.

Trustee Induction and Training

New trustees are required to spend time at Flint House on induction and meeting key employees. They are also encouraged to attend recognised Charity Governance courses.

Organisation

The trustees manage the charitable company, with the full Board of the trustees meeting quarterly. The Board of the trustees is mainly concerned with policy matters and agrees broad strategies and areas of activity for the charitable company. The trustees also are continually mindful of their fiduciary duties and the financial strength of the Charity is reviewed every meeting.

To support the trustees on all financial and control matters, the Finance and Audit Committee (FAC) sub-committee of the board meets on a regular basis in between quarterly board sessions, and has a clear role to critique all financial proposals before forwarding to the Board for approval.

The Risk Committee is an additional sub-committee of the Board, and meets quarterly under the leadership of Charles Parry. The Risk Committee is responsible for provision of scrutiny, review and assurance of risks arising from the strategic and operational activities of FH. It promotes continuous improvement in the organisation's risk and compliance culture and practice.

Other committees and working groups are formed on a temporary basis as and when necessary.

Responsibility for day to day management of the charitable company lies with the CEO, Sophia Majaya, who has powers and responsibilities approved by the trustees.

None of the trustees receive remuneration from the charitable company.

Remuneration of key management

The salaries of key management are determined using current market rates and approved by the Board of trustees.

Vision: To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement.

Purpose: *'Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury'.*

Objectives:

- To deliver excellent clinical service provision, care and treatment in order to make a difference to people's lives.
- To produce high quality packages of care for mental and physical rehabilitation and wellbeing and to facilitate both therapeutic and preventative inpatient, day case and outreach programmes of care.
- To deliver inclusive services to patients using remote technology enabling Flint House to reach the greatest number of people as possible and provide a flexible therapeutic service for everyone.
- To provide a service that responds to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.
- To ensure the therapy provided to patients is timely, effective and treats the whole person.
- To deliver top quality accommodation that provides value for money, aids personal care and support with an atmosphere of relaxation and wellbeing, designed to meet the needs of the changing police workforce.
- To nurture a sustainable police charity that maximises funding and appropriate commercial opportunities which maintains and enhances the Flint House clinical programme.
- To create a positive and inclusive work environment in which our staff and teams thrive in order to enable them to deliver the best possible service.
- To build relationships and develop opportunities to increase collaboration and partnerships with other charities, organisations and initiatives to meet the Flint House vision.

Values and Principles

- Putting **people at the heart** of what we do
- Providing **care, support and compassion**
- Acting with **integrity** and treating people with respect
- Striving for **excellence** and continuous improvement

Future plans and achievements

The Charity remains on track to deliver all of the key components of the transformational 5 Year Strategic plan first approved by the trustees in June 2021. Enhancing the efficiency and effectiveness of the Charity's operations alongside delivery of a world class service remains ongoing and the positive outcomes of this change are reflected in our clinical performance, demand for treatment and financial results presented for the 2024 period. Our rebranding has been completed, technology transformation ongoing and our major refurbishment program of the Flint House site remains work in progress. As we head into the latter stages of the original 5-year strategic plan period these objectives were reconfirmed in January 2025, when the latest 5 Year Financial Plan (2025-2029) was approved by the trustees. An additional area of focus has been added to our Strategic plans which is focused investment in developing our fundraising capability to generate additional income from beyond our traditional donor pool.

Jon Carter Lang and Sophia Majaya reflect on performance in both the Chairman's opening remarks and CEO's summary, and our clinical report discusses the progress on patient care and delivery of our rehabilitation service.

Financial review

2024 was predicted to be a challenging year financially for the Charity both in income generation and cost management. The Annual budget approved by the Board at the beginning of the 2024 period had forecast a deficit of £560,023 in the 2024 period funded from reserves. The actual outcome as presented in these Accounts is a surplus of £274,482, which includes a non-cash depreciation charge of £672,650, and the net gains on investments of £485,289 in the period. This resilient underlying financial performance in 2024 reflects prudent financial management and cost optimisation activity across all areas of the Charity whilst never jeopardising the quality or investment in our clinical offering and number of beneficiaries treated.

During the year ended 31 December 2024, the Charity attracted income from all sources of £5,809,576 (2023: £5,936,808). 2023 Income included the benefit of a one-off insurance settlement of £141,616, so excluding the insurance settlement the underlying income generation by the Charity improved year on year between 2023 and 2024.

Total expenditure was £6,020,383 (2023: £6,232,684), which generated an operating deficit of £210,807 (2023: deficit £295,876) before recognition of investment gains/ losses. During the year the Charity made a net gain on investments of £485,289.

Work continues on the planned refurbishment of the Flint House site previously approved as a key aspect of the Strategic review back in 2021, and the reserves within the development fund currently assigned to that programme have been increased to £6.5m.

The net assets of the Charity were £32.4m at the year end, comprising of tangible fixed assets of £17.6m and reserves of £14.9m.

Risk Management

The Executive team maintain a detailed risk register which assesses the severity and likelihood of all key risks. This is presented to the Risk Committee and Board on a quarterly basis, highlighting those risks which need urgent mitigating actions.

Investment Management

The trustees have discretion as to the manner in which funds are invested. Professional advice in this regard is provided by the Charity's appointed Investment Managers.

The FAC has been in active dialogue with our Investment Managers to ensure the trustees understand the balanced risk approach of the investment strategy. We have been cautious in maintaining sufficient liquid funds, where no capital risk is present, to ensure we can fund the implementation of our refurbishment programme in addition to our operational reserve.

Reserves policy

The Charity holds reserves to ensure financial stability and to enable the charity to continue its operations effectively. The reserves policy is reviewed and updated at least annually. The Trustees have set a target level of reserves equivalent to six months of operating costs for the operating contingency reserve, increased the development reserve to £8.5m in the period to reflect the future funding requirements to deliver the refurbishment project over the next 3 years, and retained our hardship fund at current levels. The balance of our reserves are held in an unrestricted general fund which is used to facilitate the day-2-day operations of the charity and any additional investment required by the Charity to deliver its strategic objectives, whilst also funding the modest operating deficit forecast for the 2025-2027 period in our latest approved 5 Year Financial Plan. The charity will regularly monitor reserves and ensure they remain at or above the desired level. The FAC is responsible for oversight of the reserves policy and its implementation.

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by order of the members of the board of trustees on 8th September 2025 and signed on their behalf by:



Mr Z Mader
Vice Chair

DATE: 8th September 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FLINT HOUSE POLICE REHABILITATION

Opinion

We have audited the financial statements of Flint House Police Rehabilitation (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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.

Our responsibilities and the responsibilities of the Trustees 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 and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an Auditor's report that includes our 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.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: *www.frc.org.uk/auditorsresponsibilities*. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Bath BSc FCA DChA (Senior Statutory Auditor)
for and on behalf of:

James Cowper Kreston Audit
Chartered Accountants and Statutory Auditor
The White Building
4 Cumberland Place
Southampton
SO15 2NP



Michael Bath

DATE: 8th September 2025

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2024

	NOTE	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	**5,052,158**	**-**	**5,052,158**	5,196,054
Other trading activities	4	**370,390**	**-**	**370,390**	311,015
Investments	5	**387,028**	**-**	**387,028**	288,123
Other income		**-**	**-**	**-**	141,616
Total income		**5,809,576**	**-**	**5,809,576**	5,936,808
Expenditure on:					
Raising funds		**251,714**	**-**	**251,714**	279,661
Charitable activities:	8				
- Depreciation		**672,650**	**-**	**672,650**	701,098
- Other charitable activities		**5,096,019**	**-**	**5,096,019**	5,251,925
Total expenditure		**6,020,383**	**-**	**6,020,383**	6,232,684
Net expenditure before net gains on investments		**(210,807)**	**-**	**(210,807)**	(295,876)
Net gains on investments		**485,289**	**-**	**485,289**	281,610
Net movement in funds		**274,482**	**-**	**274,482**	(14,266)
Reconciliation of funds:					
Total funds brought forward		**32,061,632**	**106,842**	**32,168,474**	32,182,740
Net movement in funds		**274,482**	**-**	**274,482**	(14,266)
Total funds carried forward		**32,336,114**	**106,842**	**32,442,956**	32,168,474

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 29 to 46 form part of these financial statements.

BALANCE SHEET
AS AT 31 DECEMBER 2024

	NOTE		2024 £		2023 £
Fixed assets					
Tangible assets	13		**17,615,808**		18,213,855
Investments	14		**6,517,271**		6,114,436
			24,133,079		24,328,291
Current assets					
Stocks		**26,175**		27,959	
Debtors	15	**1,025,740**		1,342,917	
Cash at bank and in hand		**7,525,531**		6,796,333	
		8,577,446		8,167,209	
Creditors: amounts falling due within one year	16	**(267,569)**		(327,026)	
Net current assets			**8,309,877**		7,840,183
Total assets less current liabilities			**32,442,956**		32,168,474
Total net assets			**32,442,956**		32,168,474
Charity funds					
Restricted funds	17	**106,842**		106,842	
Total restricted funds	17		**106,842**		106,842
Unrestricted funds	17		**32,336,114**		32,061,632
Total funds			**32,442,956**		32,168,474

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mr Z Mader
Vice Chair

DATE: 8th September 2025

The notes on pages 29 to 46 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	NOTE	2024 £	2023 £
Cash flows from operating activities			
Net cash provided by operating activities	20	**369,662**	414,075
Cash flows from investing activities			
Interest from investments		**224,317**	130,267
Proceeds from the sale of tangible fixed assets		**-**	7,200
Purchase of tangible fixed assets		**(74,603)**	(191,425)
Drawdown and dividends from investment funds		**209,822**	155,635
Net cash provided by investing activities		**359,536**	101,677
Change in cash and cash equivalents in the year		**729,198**	515,752
Cash and cash equivalents at the beginning of the year		**6,796,333**	6,280,581
Cash and cash equivalents at the end of the year	21	**7,525,531**	6,796,333

The notes on pages 29 to 46 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) -Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Flint House Police Rehabilitation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the company.

Designated funds are unrestricted funds earmarked by the Trustees for a particular project; however designation does not legally restrict the expenditure to the particular project and is therefore shown within unrestricted funds in the Statement of Financial Activities.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

1.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- Voluntary income is received by way of forces contributions, third party contributions, donations and gifts and is included in full in the Statement of Financial Activities when the charitable company is entitled to the income.
- Legacies are recognised when confirmation of unconditional entitlement to the bequest is received.
- Investment income is recognised on a receivable basis.
- Tax recovered from voluntary income received under Gift Aid is recognised in the Statement of Financial Activities when the income is receivable and is allocated to the income category to which the income relates.
- Donations are assumed to be unrestricted in their application unless otherwise prescribed.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on raising funds comprises costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charitable company's bar and certain legal fees.
- Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with the meeting the constitutional and statutory requirements of the charitable company and include the audit fees and costs linked to the strategic management of the charitable company.
- Overhead and support costs have been allocated as a direct cost or apportioned on an appropriate basis (refer to note 9) between the charitable activities, costs of raising funds and governance costs. Once allocation and/or apportionment of overhead and support costs has been made between charitable activities, costs of raising funds and governance costs the cost attributable to charitable activities is apportioned across those activities in proportion to staff time.

1.5 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Freehold buildings.....2% Straight line
Freehold land.....Not depreciated
Plant and equipment .....7% and 20% Straight line
Motor vehicles.....20% Straight line
Furniture and fittings .....10% Straight line

1.6 Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Quoted stocks and shares are included at the balance sheet date at mid-market price.

1.7 Stocks

Stocks relate to goods held for catering and for resale in the bar. They are valued at the lower of cost and net realisable value

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Taxation

Flint House Police Rehabilitation is a registered charitable company and is not liable to taxation on the surplus arising from its charitable activities.

1.13 Pensions

The company operates a defined contribution pension scheme.

The pension costs charge represents contributions payable by the Charity to the fund. Contributions totalling £34,434 (2023: £30,248) were payable to the fund at the statement of financial position date.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions are charged against unrestricted funds as they are incurred.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Tangible fixed assets:
Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessment consider issues such as the remaining life of the asset and projected disposal values.

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	5,034,653	**5,034,653**	5,139,137
Legacies	17,505	**17,505**	56,917
Total 2024	5,052,158	**5,052,158**	5,196,054
Total 2023	5,196,054	5,196,054	

4. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Third party contributions	120,323	**120,323**	79,371
Guest meals and other similar income	9,147	**9,147**	8,157
Bar sales	123,099	**123,099**	99,455
Lottery	100,027	**100,027**	99,154
Other fundraising	17,794	**17,794**	24,878
Total 2024	370,390	**370,390**	311,015
Total 2023	311,015	**311,015**	

5. INVESTMENT INCOME

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from listed investments	162,711	**162,711**	157,856
Bank interest receivable	224,317	**224,317**	130,267
Total 2024	387,028	**387,028**	288,123
Total 2023	288,123	288,123	

6. OTHER INCOME

	2024 £	2023 £
Insurance income	-	141,616
	-	141,616

7. RAISING FUNDS

	2024 £	2023 £
Advertising and marketing	**19,229**	58,820
Bar expenses and wages	**105,411**	86,017
Lottery expenditure and prizes	**36,177**	35,142
Investment management fee	**34,450**	33,810
Support costs	**56,447**	65,872
	251,714	279,661

8. CHARITABLE ACTIVITIES

	2024 £	2023 £
Catering	**866,887**	918,647
Cleaning and laundry	**389,041**	320,491
Premises expenses	**242,071**	328,395
Grounds and garden	**129,309**	136,756
Insurance	**86,462**	87,311
Physio expenses	**1,111,646**	1,077,527
Repairs and maintenance	**390,156**	440,276
Security	**300,476**	257,100
Health and wellbeing	**505,881**	441,049
Support costs	**1,074,090**	1,251,573
Gain on disposal of fixed assets	**-**	(7,200)
Depreciation	**672,650**	701,098
	5,768,669	5,953,023

9. SUPPORT COSTS

	2024 £	2023 £
Administrative salaries	**758,752**	766,256
Audit and other fees	**21,552**	19,410
Legal and professional fees	**156,702**	230,438
Minibus and traveling	**10,846**	19,600
Administrative expenses	**182,685**	281,741
	1,130,537	1,317,445
Allocated to raising funds	**(56,447)**	(65,872)
Allocated to charitable activities	**(1,074,090)**	(1,251,573)
	-	-

Support costs have been allocated on the basis of either direct costs for the activity or on the basis of staff time. Governance costs consist of audit and associated fees of £17,960 excluding VAT (2022: £16,175).

10. AUDITOR'S REMUNERATION

	2024 £	2023 £
Fees payable to the company's auditor for the audit of the company's annual accounts excluding VAT	**16,230**	15,000
Fees payable to the company's auditor in respect of: All non-audit services not included above excluding VAT	**1,730**	1,175

11. STAFF COSTS

	2024 £	2023 £
Wages and salaries	**3,295,384**	2,961,088
Social security costs	**294,299**	267,879
Pension contributions	**238,452**	221,494
	3,828,135	3,450,461

The average number of persons employed by the company during the year was as follows:

	2024 No.	2023 No.
Clinical Staff	**36**	41
Catering	**22**	23
Administration	**16**	16
Housekeeping, maintenance, security, grounds and other	**37**	33
	111	113

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	**1**	5
In the band 80,001 - £90,000	**1**	1
In the band £100,001 to £110,000	**1**	-

The employees participated in the pension scheme.

The key management personnel of the charity comprise the Trustees, the CEO, CFO, Clinical Director, Head of Operations, and Head of HR. The total employee benefits of the key management personnel was £410,080 (2023: £531,067)

12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, £2,604 expenses or travel costs were reimbursed or paid directly to 2 Trustees (2023 - £3,091 3 trustees).

13. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Assets under Construction £	Total £
Cost or valuation						
At 1 January 2024	**27,151,506**	**1,049,550**	**34,283**	**1,556,178**	**162,660**	**29,954,177**
Additions	**-**	**-**	**-**	**-**	**74,603**	**74,603**
At 31 December 2024	**27,151,506**	**1,049,550**	**34,283**	**1,556,178**	**237,263**	**30,028,780**
Depreciation						
At 1 January 2024	**10,088,339**	**516,674**	**34,283**	**1,101,026**	**-**	**11,740,322**
Charge for the year	**480,890**	**78,417**	**-**	**113,343**	**-**	**672,650**
At 31 December 2024	**10,569,229**	**595,091**	**34,283**	**1,214,369**	**-**	**12,412,972**
Net book value						
At 31 December 2024	**16,582,277**	**454,459**	**-**	**341,809**	**237,263**	**17,615,808**
At 31 December 2023	17,063,167	532,876	-	455,152	162,660	18,213,855

Freehold land is not depreciated. The valuation cost of the land included in freehold property is £2,105,843 (2023: £2,105,843).

All of the fixed assets are held for continuing use in the provision, of Flint House's direct charitable activities.

14. FIXED ASSET INVESTMENTS

	Listed Investment £	Cash balances £	Total £
Cost or valuation			
At 1 January 2024	**6,069,611**	**44,826**	**6,114,437**
Additions	**1,707,399**	**(1,707,399)**	**-**
Disposals	**(1,801,535)**	**1,801,535**	**-**
Revaluations	**485,289**	**-**	**485,289**
Income	**-**	**162,709**	**162,709**
Management fees	**-**	**(35,342)**	**(35,342)**
Transfer to current account	**-**	**(209,822)**	**(209,822)**
At 31 December 2024	**6,460,764**	**56,507**	**6,517,271**
Net book value			
At 31 December 2024	**6,460,764**	**56,507**	**6,517,271**
At 31 December 2023	6,069,611	44,826	6,114,437

Of the listed investments £4,446,081 (2023: £3,677,253) are overseas investments.

	2024 £	2023 £
Material investments		
VANGUARD FUNDS PLC S&P 500 UCITS	**534,329**	68,769
	534,329	68,769

15. DEBTORS

	2024 £	2023 £
Due within one year		
Trade debtors	**-**	330
Other debtors	**947,700**	1,270,589
Prepayments and accrued income	**78,040**	71,236
Tax recoverable	**-**	762
	1,025,740	1,342,917

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	**77,626**	68,829
Other taxation and social security	**250**	-
Other creditors	**103,771**	105,217
Accruals and deferred income	**85,922**	152,980
	267,569	327,026

17. STATEMENT OF FUNDS

Statement of funds - current year

	Balance at 1 Jan 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2024 £
Unrestricted Funds						
Designated funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	18,213,855	-	(672,650)	74,603	-	17,615,808
Development Fund	5,537,382	-	(74,603)	3,037,221	-	8,500,000
Operating Contingency Reserve	-	-	-	3,295,831	-	3,295,831
	23,768,327	-	(747,253)	6,407,655	-	29,428,729
General funds						
Unrestricted funds	8,293,305	5,809,576	(5,273,130)	(6,407,655)	485,289	2,907,385
Total Unrestricted funds	32,061,632	5,809,576	(6,020,383)	-	485,289	32,336,114
Restricted funds						
Legacy	106,842	-	-	-	-	106,842
Total of funds	32,168,474	5,809,576	(6,020,383)	-	485,289	32,442,956

STATEMENT OF FUNDS (CONTINUED)

Statement of funds - prior year

	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2023 £
Unrestricted Funds						
Designated funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	18,723,528	-	(701,098)	191,425	-	18,213,855
Development Fund	5,786,161	-	(113,312)	(135,467)	-	5,537,382
	24,526,779	-	(814,410)	55,958	-	23,768,327
General funds						
Unrestricted funds	7,493,161	5,936,808	(5,418,274)	-	281,610	8,293,305
Total Unrestricted funds	32,019,940	5,936,808	(6,232,684)	55,958	281,610	32,061,632
Restricted funds						
Legacy	162,800	-	-	(55,958)	-	106,842
Total of funds	32,182,740	5,936,808	(6,232,684)	-	281,610	32,168,474

Designated funds are represented by the following:

Hardship Fund
The Trustees have designated a proportion of the Charity's unrestricted fund toward a hardship fund enabling those officers, who may not have the means to attend Flint House, to attend Flint House via a means tested application to the charity. This ensures the charity is in keeping with the Charity Commission's public benefit rules.

Fixed Asset Fund
Represents the unrestricted element of the fixed assets.

Development Fund
Funds allocated for future capital projects.

Operating Contingency Reserve
The Operating Contingency Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Transfer Fund
None noted during the year.

18. SUMMARY OF FUNDS

Summary of funds - current year

	Balance at 1 Jan 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2024 £
Designated funds	23,768,327	-	(747,253)	6,407,655	-	29,428,729
General funds	8,293,305	5,809,576	(5,273,130)	(6,407,655)	485,289	2,907,385
Restricted funds	106,842	-	-	-	-	106,842
	32,168,474	5,809,576	(6,020,383)	-	485,289	32,442,956

Summary of funds - prior year

	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2023 £
Designated funds	24,526,779	-	(814,410)	55,958	-	23,768,327
General funds	7,493,161	5,936,808	(5,418,274)	-	281,610	8,293,305
Restricted funds	162,800	-	-	(55,958)	-	106,842
	32,182,740	5,936,808	(6,232,684)	-	281,610	32,168,474

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of net assets between funds - current year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	17,615,808	-	**17,615,808**
Fixed asset investments	6,517,271	-	**6,517,271**
Current assets	8,470,604	106,842	**8,577,446**
Creditors due within one year	(267,569)	-	**(267,569)**
Total	32,336,114	106,842	**32,442,956**

Analysis of net assets between funds - prior year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	18,213,855	-	**18,213,855**
Fixed asset investments	6,114,436	-	**6,114,436**
Current assets	8,060,367	106,842	**8,167,209**
Creditors due within one year	(327,026)	-	**(327,026)**
Total	32,061,632	106,842	**32,168,474**

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**274,482**	(14,266)
Adjustments for:		
Depreciation charges	**672,650**	701,098
Gains/(losses) on investments	**(485,288)**	(281,610)
Dividends, interests and rents from investments	**(387,028)**	(288,123)
Loss/(profit) on the sale of fixed assets	**-**	(7,200)
Increase in stocks	**1,784**	(12,470)
Decrease/(increase) in debtors	**317,177**	413,649
Increase/(decrease) in creditors	**(59,457)**	(130,813)
Investment manager fees	**35,342**	33,810
Net cash provided by operating activities	**369,662**	414,075

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash in hand	**7,525,531**	6,796,333
Total cash and cash equivalents	**7,525,531**	6,796,333

22. ANALYSIS OF CHANGES IN NET DEBT

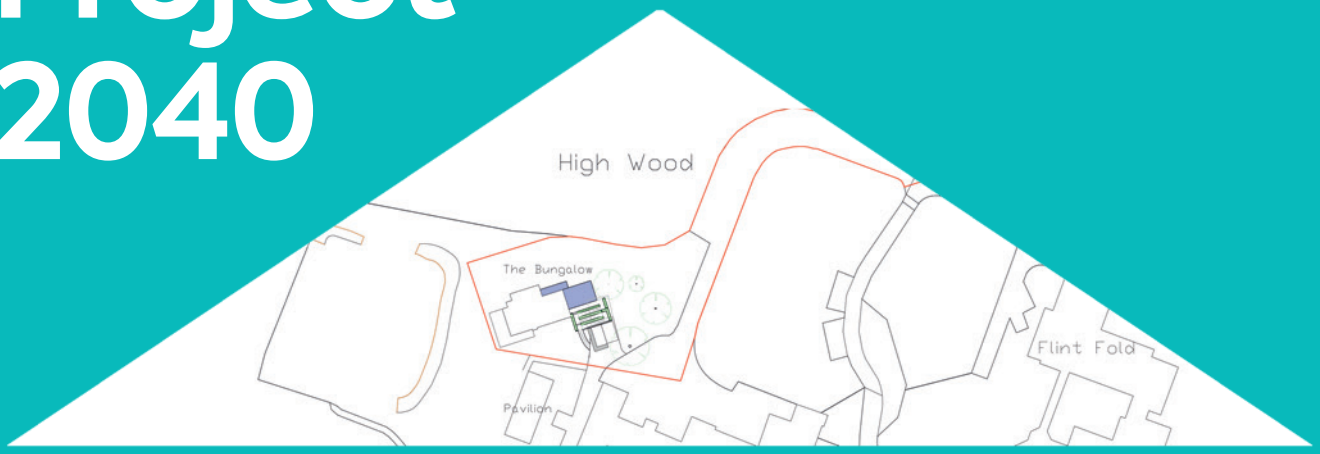
	At 1 Jan 2024 £	Cash flows £	At 31 Dec 2024 £
Cash at bank and in hand	6,796,333	729,198	7,525,531
	6,796,333	729,198	7,525,531

23. RELATED PARTY TRANSACTIONS

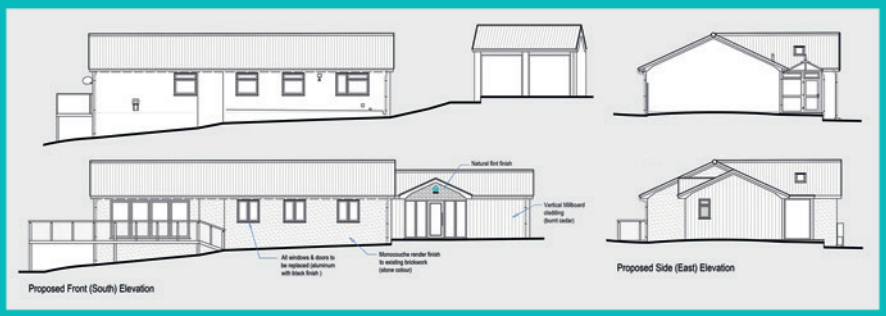
There were no related party transactions during the year other than those disclosed in note 12 (2023 £nil).

FUTURE PLANS AND ACHIEVEMENTS

Project 2040

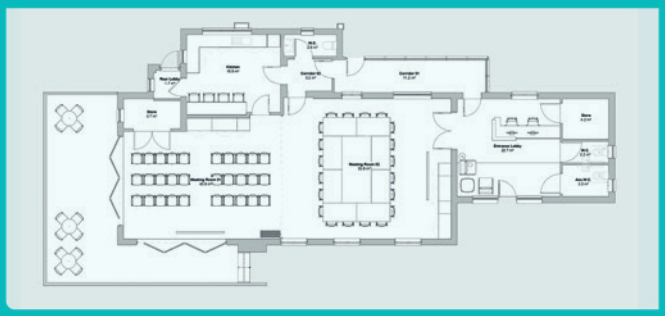














Work continues on the planned refurbishment of the Flint House site. The project known internally as Project 2040 seeks to ensure we are taking a long-term view to maintaining the building so it can continue to serve the Charity's needs for the next 25 years and beyond. This includes exciting plans to refurbish a dormant residential building on the site into a dynamic meeting space to host clinical meetings and showcase the work the Charity undertakes. Building work is scheduled to begin on this element during 2025, whilst we continue work on the broader refurbishment of the other buildings over the next 3 years.

PROJECT 2040

Our rebranding has been completed, technology transformation ongoing and our major refurbishment programme of the Flint House site remains work in progress. Developing our fundraising capability to generate additional income will be critical to fund our continued transformation journey; it will provide opportunities for continued investment and the development of new partnerships to support our long term sustainability as a leading police charity.

Flint House
Police Rehabilitation

Flint House, Reading Rd, Goring-on-Thames, Oxfordshire, RG8 OLL
01491 874499 | reception@policerehab.co.uk | flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432

#Help AND Heal
SINCE 1890

Flint House Police Rehabilitation

England & Wales - Charity number 1146913

Accounts

Flint House
Police Rehabilitation

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2023



flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432



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"FLINT HOUSE WAS MASSIVE FOR ME – IF I HADN'T GONE THERE, I KNOW THAT MY RECOVERY WOULD HAVE BEEN SO MUCH LONGER BECAUSE THEY BUILT MY CONFIDENCE SO THAT I KNEW I COULD MOVE MY KNEE AGAIN. BY THE TIME I LEFT FLINT HOUSE I WAS READY TO GO BACK TO WORK"

JO FINCHAM, DETECTIVE CONSTABLE

SINCE 1890

Who we are

Our vision: To support people to lead healthy lives, build resilient careers and enjoy retirement, by delivering world class preventative and rehabilitative care to serving and retired members of the Police Service.

Our purpose: Helping people in the police service to heal through world class Physical Rehabilitation and Mental Health support.

Our values:

- Putting people first
- Always caring, supportive and compassionate
- Acting with integrity
- Treating people with respect
- Striving for excellence
- Continuous improvement

JON CARTER-LANG

Chair's foreword



As I reflect on 2023, my third year as Chairman of the Board of Trustees here at Flint House Police Rehabilitation, I am very proud of the Charity's achievements in the last 12 months, which have been set against a very challenging backdrop of macro-economic pressures and rising demand for our services, and is testament to the hard work and dedication of the Charity's staff.

As is well publicised, many charities have found 2023 financially challenging as the dual impact of cost of living pressures filtered through impacting income generation and inflation led to higher operating costs. We were not immune to those challenges, however, our financial performance has remained resilient throughout the period, primarily due to the combination of the incredible ongoing support we receive from our core donor base of serving and retired officers and the support of the Police Forces that our donors are associated with.

Although our core objectives remain unchanged, as we look back over our 133 year history, it is clear that today more than ever as the Police Service continues to evolve we retain a pivotal role in the provision of rehabilitation, and wellbeing services for the police service. Demand for our services continues to increase.

In order to continue to fulfil this growing demand and maintain our long-term financial stability, we will continue to invest in our team, develop flexible clinical solutions to maximise the volume of patients we can treat and develop alternative income streams to give us the capacity to increase the number of individuals who benefit from the Charity's work.

The Charity remains very strong financially, and our ambitious investment plans are scheduled to be funded from current reserves. The Trustees are confident that the Charity will be able to maintain our pace of change, and is agile to respond to the changing needs of the environment we operate within.

On the Board of Trustees, I was delighted to welcome Charles Parry, Dan Murphy, Karen Barker, Aidan Kelly and Chris Hobbs to the team, who bring a range and wealth of experience to support the ongoing strategic governance of the Charity. We also said goodbye to Paul Fotheringham, Eamonn Carroll, Andy Swift, Mark McIntyre and Rhys Hamilton who retired as Trustees of the Charity and I would like to thank them for stewardship of the Charity over their respective tenures. Rhys's departure brought to an end a 36 year direct associated with the Charity where he was first appointed our Medical GP back in 1987 before moving on to become a Trustee in 2015.
Thank you all for your service.



SOPHIA MAJAYA

CEO's statement



As the CEO I am immensely proud of the impact we have made to those who needed our support and the overall help we are providing the police service.

We continue to adapt to an increase in demand. In 2023 we treated over 3,100 patients (and continue to have successful outcomes), all this can only be possible through our ongoing donations and generosity of legacies.

In order to meet the needs of our patients we have invested in our IT along with digital applications and flexible service, providing treatment based on individual clinical need and circumstances.

Our teams are at the heartbeat of our Charity, their dedication, talent and passion for their work has driven our success.

To continue to achieve this we invested in a Head of HR and Head of Operations, and Clinical Director, bringing invaluable expertise to our Executive Team, attracting, retaining and developing our teams to create a place where every individual thrives ensuring our delivery meets the evolving needs of the service.

Looking forward as a Charity laying the foundations in an ever changing financial climate in order to continue to provide a successful, impactful service in the future, we plan to develop our income streams and expand our fundraising initiatives.

With our donors, staff teams, ambassadors, fundraisers, volunteers and Board of Trustee's dedication to our Charity and belief in our vision, together we have an excellent clinical provision and essential support to policing.



PHYSICAL REHABILITATION
MENTAL HEALTH SUPPORT
NURSING

Clinical report

Throughout 2023 we have continued to deliver patient driven rehabilitation via our physical and Mental Health programmes responding to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.

We have seen a significant increase in demand for our services this year due to growing NHS waiting lists and an inconsistency of services in local areas. We have been able to manage the demand by utilising our triage system and flexible length of treatment stays. This flexibility, based on clinical presentation, means we have still been able to offer treatment to our patients at an optimal time in their rehab.







The physical rehabilitation, mental health and nursing teams work well together to deliver holistic patient care merging classes such as wellbeing walks, relaxation and sleep management as well as having access to the onsite GP for men's health talks, menopause workshops or one to one appointments. Our nursing team also continue to offer support where needed 24 hours a day.

As well as continuing to treat a wide variety of musculoskeletal conditions alongside the previously developed specialist treatment pathways in Women's Health, Vestibular Rehab, Cancer Rehab and Lymphedema, we have also invested in our staff to develop their skills in treating patients with Long Covid. The new Long Covid treatment pathway has been well received demonstrating positive outcomes and patient feedback.

We have also been able to invest in the facilities with a new AlterG antigravity treadmill thanks to a generous legacy left to the charity. The AlterG enables patients to defy the effects of gravity and enhance freedom of movement helping redefine what's possible in rehab.

This year the Mental Health team engaged with the City of London Police to commission an independent qualitative research project to explore and understand the ongoing impact of the residential mental health one week programme at Flint House.

The research demonstrated real evidence that attendees leave more able to lead better lives, with more ability to express their needs and look after themselves and their mental wellbeing – both in work and at home.

A PATIENT STATED:

"They need to understand the impact they have on individuals' lives. The implications of the stay are far reaching – much bigger than 5 days. I wasn't expecting what I got – it goes beyond the course itself. The insight of the practitioner was beyond anything I had ever experienced – I felt really seen."

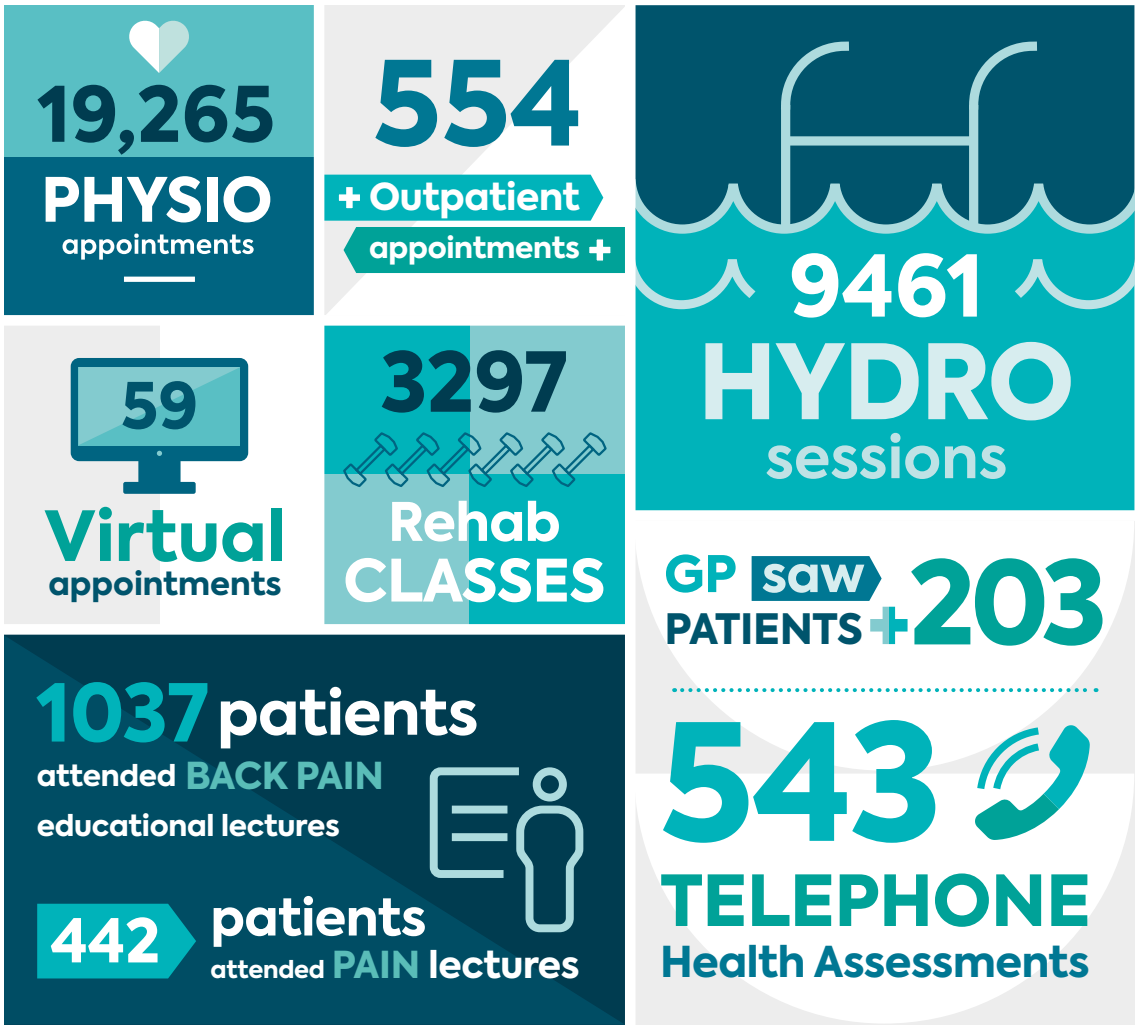
Overall the feelings attendees had about Flint House reflects the quality of what is offered at a holistic level; the food, the environment, the people, the course content, the facilities – all speak to the vision of excellence and the desire we have to keep developing.

Alongside developing our services and delivering world class rehabilitation we have continued to build relationships with other rehabilitation services to share knowledge, ideas and best practice in the world of rehabilitation. This is something we plan to continue to develop in the future as part of a specialised rehabilitation network.



Ian Barron, Clinical Director

In 2023 we supported over 3,100 patients requiring physical rehabilitation and mental health support by delivering:



FLINT HOUSE POLICE REHABILITATION
(A company limited by guarantee)

Trustee's report and financial statements

For the year ended 31 December 2023

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS. FOR THE YEAR ENDED 31 DECEMBER 2023

Patron – His Majesty King Charles III
President – Vacant

Trustees

Mr C Field, co-opted (appointed 15 December 2015)

Dr R Hamilton, co-opted (appointed 15 December 2015, resigned 15 December 2023)

Mr Z Mader, National Board of the Police Federation of England & Wales, (appointed 10 March 2019)

Ms S de Reya, National Police Chiefs Council, (appointed 14 July 2020)

Mr J Carter-Lang, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity, (appointed 20 October 2020) Appointed chair on 20 September 2021

Mr T Gaymor, co-opted, (appointed 20 October 2020)

Mr E Carroll, Police Superintendents' Association (appointed 19 October 2021, resigned 18 April 2023)

Mr T Clarke, Metropolitan Police Branch Board of the Police Federation of England and Wales (appointed 19 October 2021)

Mr A Swift, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021, resigned 23 April 2024)

Mr A Orchard, co-opted, National Association of Retired Police Officers rep, (appointed 18 January 2022)

Mr M McIntyre, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 26 April 2022, resigned 17 July 2024)

Mr J C Parry, co-opted (appointed 17 January 2023)

Mr P J Fotheringham, Police Superintendents' Association (appointed 18 April 2023, resigned 25 October 2023)

Mr D Murphy, Police Superintendents' Association (appointed 23 January 2024)

Mr K Barker, co opted (appointed 23 April 2024)

Mr A Kelly, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 23 April 2024)

Mr C Hobbs, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 18 July 2024)

Company registered number
07990432

Charity registered number
1146913

Registered office
Flint House
Reading Road
Goring on Thames
Oxfordshire
RG8 0LL

Honorary chaplin
The Rev D Axcell

Independent auditor
James Cowper Kreston Audit
Chartered Accountants and
Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Bankers
Barclays Bank Plc
PO Box 6539
Leicester
LE87 2GA

Solicitors
Penningtons Manches Cooper LLC
125 Wood Street
London
EC2V 7AW

Investment manager
RBC Brewin Dolphin
12 Smithfield Street
London
EC1A 9LA

Executive team
Ms S Majaya, Chief Executive Officer

Mr I Lillistone, Chief Financial Officer (appointed 1 February 2023)

Mrs K O'Neill, Head of HR (appointed 30 October 2023)

Ms A Weatherburn, Head of Marketing and PR (resigned 8 July 2024)

Mr R Millward, Head of Operations (appointed 19 February 2024)

Mr P Finn, Head of IT (resigned 25 January 2024)

Mr I Barron, Clinical Director (appointed 22 April 2024)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

Trustees present their annual report together with the audited financial statements of Flint House Police Rehabilitation (FH) for the year 1 January 2023 to 31 December 2023. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document: The Articles of Association adopted on 14 March 2012 (as last amended April 2023), and constitutes a limited company, limited by guarantee as defined by the Companies Act 2006.

Appointment of trustees

In accordance with the Articles of Association, the Board of trustees when complete should consist of not more than twelve individuals, all of whom must be Members. There should be not less than five trustees of whom not less than two should be co opted trustees.

Seven nominated trustees - such appointments being nominated as:-

- One nominated by the National Police Chiefs' Council
- One nominated by the Police Superintendents' Association
- One nominated by the National Board of the Police Federation of England and Wales
- Two nominated by the Metropolitan Police Branch Board of the Police Federation of England and Wales
- Two nominated by Branch Boards of the Police Federation of England and Wales from other police forces contributing to the Charity

Five co-opted trustees - appointed by a resolution of the trustees.

Trustee induction and training

New trustees are required to spend time at Flint House on induction and meeting key employees. They are also encouraged to attend recognised Charity Governance courses.

Organisation

The trustees manage the charitable company, with the full Board of the trustees meeting quarterly. The Board of the trustees is mainly concerned with policy matters and agrees broad strategies and areas of activity for the charitable company. The trustees also are continually mindful of their fiduciary duties and the financial strength of the Charity is reviewed every meeting.

To support the trustees on all financial and control matters, the Finance and Audit Committee (FAC) sub-committee of the board meets on a regular basis in between quarterly board sessions, and has a clear role to critique all financial proposals before forwarding to the Board for approval.

During 2023, the Risk Committee was formed as an additional sub-committee of the Board, and meets quarterly under the leadership of Charles Parry. The Committee is responsible for provision of scrutiny, review and assurance of risks arising from the strategic and operational activities of FH. It promotes continuous improvement in the organisation's risk and compliance culture and practice.

Other committees and working groups are formed on a temporary basis as and when necessary.

Responsibility for day to day management of the charitable company lies with the CEO, Sophia Majaya, who has powers and responsibilities approved by the trustees.

None of the trustees receive remuneration from the charitable company.

Remuneration of key management

The salaries of key management are determined using current market rates and approved by the Board of trustees.

Vision:

To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement.

Purpose:

'Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury'.

Objectives

- To deliver excellent clinical service provision, care and treatment in order to make a difference to people's lives.
- To produce high quality packages of care for mental and physical rehabilitation and wellbeing and to facilitate both therapeutic and preventative inpatient, day case and outreach programmes of care.
- To deliver inclusive services to patients using remote technology enabling Flint House to reach the greatest number of people as possible and provide a flexible therapeutic service for everyone.
- To provide a service that responds to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.
- To ensure the therapy provided to patients is timely, effective and treats the whole person.
- To deliver top quality accommodation that provides value for money, aids personal care and support with an atmosphere of relaxation and wellbeing, designed to meet the needs of the changing police workforce.
- To nurture a sustainable police charity that maximises funding and appropriate commercial opportunities which maintains and enhances the Flint House clinical programme.
- To create a positive and inclusive work environment in which our staff and teams thrive in order to enable them to deliver the best possible service.
- To build relationships and develop opportunities to increase collaboration and partnerships with other charities, organisations and initiatives to meet the Flint House vision.

Values and Principles

- Putting **people at the heart** of what we do
- Providing **care, support and compassion**
- Acting with **integrity** and treating people with respect
- Striving for **excellence** and continuous improvement

Future plans and achievements

The Charity remains on track to deliver all of the key components of the transformational 5 Year Strategic plan approved by the trustees in June 2021. Enhancing the efficiency and effectiveness of the Charity's operations alongside delivery of a world class service remains ongoing and the positive outcomes of this change are reflected in our clinical performance, demand for treatment and financial results presented for the 2023 period. Our rebranding has been completed, technology transformation ongoing and our major refurbishment program of the Flint House site remains work in progress. As we head into the second half of the original 5-year strategic plan period these objectives were reconfirmed in January 2024, when the latest 5 Year Financial Plan (2024-2028) was approved by the trustees. An additional area of focus has been added to our Strategic plans which is focused investment in developing our fundraising capability to generate additional income from beyond our traditional donor pool.

Jon Carter Lang and Sophia Majaya reflect on performance in both the Chairman's opening remarks and CEO's summary, and our clinical report discusses the progress on patient care and delivery of a world class rehabilitation service.

Financial review

As highlighted in the Chairman's summary, set against a backdrop of challenging macro-economic factors, including high inflation and cost of living pressures, 2023 was predicted to be a challenging year financially for the Charity both in income generation and cost management. The Annual budget approved by the Board at the beginning of the 2023 period had forecast a deficit of £511,625 in the 2023 period funded from reserves. The actual outcome as presented in these Accounts is a small deficit of £14,266, which includes a non-cash depreciation charge of £701,098 in the period. This resilient financial performance in 2023 reflects prudent financial management and cost optimisation activity across all areas of the Charity whilst never jeopardising the quality or investment in our clinical offering and number of beneficiaries treated.

During the year ended 31 December 2023, the Charity attracted income from all sources of £5,936,808 (2022: £6,101,118). 2022 Income included the benefit of a significant one-off legacy gift, so excluding legacy income the underlying income generation by the Charity improved year on year between 2022 and 2023.

Total expenditure was £6,232,684 (2022: £5,573,432), which generated an operating deficit of £295,876 (2022: Surplus £527,686) before recognition of investment gains/losses. During the year the Charity made a net gain on investments of £281,610.

Work continues on the planned refurbishment of the Flint House site previously approved as a key aspect of the Strategic review back in 2021, and the reserves currently assigned to that programme remain unchanged at £3.5m.

The net assets of the Charity were £32.2m at the year end, comprising of tangible fixed assets of £18.2m and reserves of £14m.

Risk management

The Executive team maintain a detailed risk register which assesses the severity and likelihood of all key risks. This is presented to the Risk Committee and Board on a quarterly basis, highlighting those risks which need urgent mitigating actions.

Investment management

The trustees have discretion as to the manner in which funds are invested. Professional advice in this regard is provided by the Charity's appointed Investment Managers.

The FAC has been in active dialogue with our Investment Managers to ensure the trustees understand the balanced risk approach of the investment strategy. We have been cautious in maintaining sufficient liquid funds, where no capital risk is present, to ensure we can fund the implementation of our refurbishment programme in addition to our operational reserve.

Reserves policy

The trustees, being cognisant of the requirements of the Charity Commission for a reserves policy to be adopted, have determined a minimum level of reserves should be held in freely available funds (i.e. those not tied up in tangible assets or designated funds). This amount needs to be available to provide working capital if required to ensure the uninterrupted running of the charitable company at current levels of occupancy, should income levels fall or unexpected maintenance costs arise. The amount has been set at 6 months' average operating expenditure. The remaining free reserves provide sufficient capacity to invest in any new opportunities that may arise in the future to further Flint House's charitable objectives, whilst also funding the modest operating deficit forecast for the 2024-2026 period in our latest approved 5 Year Financial Plan.

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2023

The trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by order of the members of the board of trustees on 10th September 2024 and signed on their behalf by:



Mr J Carter-Lang, Chair

DATE: 10th September 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FLINT HOUSE POLICE REHABILITATION

Opinion

We have audited the financial statements of Flint House Police Rehabilitation (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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.

Our responsibilities and the responsibilities of the Trustees 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 and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an Auditor's report that includes our 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.

Irregularities, including fraud, are instances of non compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: *www.frc.org.uk/auditorsresponsibilities*. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Bath BSc FCA DChA (Senior Statutory Auditor)
for and on behalf of:

James Cowper Kreston Audit
Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB



Michael Bath

DATE: 12th September 2024

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2023

	NOTE	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	**5,196,054**	**-**	**5,196,054**	5,649,883
Other trading activities	4	**311,015**	**-**	**311,015**	277,443
Investments	5	**288,123**	**-**	**288,123**	173,792
Other income	6	**141,616**	**-**	**141,616**	-
Total income		**5,936,808**	**-**	**5,936,808**	6,101,118
Expenditure on:					
Raising funds		**279,661**	**-**	**279,661**	272,041
Charitable activities:					
Depreciation		**701,098**	**-**	**701,098**	732,493
Other charitable activities		**5,251,925**	**-**	**5,251,925**	4,568,898
Total expenditure		**6,232,684**	**-**	**6,232,684**	5,573,432
Net (expenditure)/income before net gains/(losses) on investments		**(295,876)**	**-**	**(295,876)**	527,686
Net gains/(losses) on investments		**281,610**	**-**	**281,610**	(823,373)
Net expenditure		**(14,266)**	**-**	**(14,266)**	(295,687)
Transfers between funds	17	**55,958**	**(55,958)**	**-**	-
Net movement in funds		**41,692**	**(55,958)**	**(14,266)**	(295,687)
Reconciliation of funds:					
Total funds brought forward		**32,019,940**	**162,800**	**32,182,740**	32,478,427
Net movement in funds		**41,692**	**(55,958)**	**(14,266)**	(295,687)
Total funds carried forward		**32,061,632**	**106,842**	**32,168,474**	32,182,740

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 42 form part of these financial statements.

BALANCE SHEET
AS AT 31 DECEMBER 2023

	NOTE		2023 £		2022 £
Fixed assets					
Tangible assets	13		**18,213,855**		18,723,527
Investments	14		**6,114,436**		5,864,415
			24,328,291		24,587,942
Current assets					
Stocks		**27,959**		15,489	
Debtors	15	**1,342,917**		1,756,566	
Cash at bank and in hand		**6,796,333**		6,280,581	
		8,167,209		8,052,636	
Creditors: amounts falling due within one year	16	**(327,026)**		(457,838)	
Net current assets			**7,840,183**		7,594,798
Total assets less current liabilities			**32,168,474**		32,182,740
Total net assets			**32,168,474**		32,182,740
Charity funds					
Restricted funds	17	**106,842**		162,800	
Total restricted funds	17		**106,842**		162,800
Unrestricted funds	17		**32,061,632**		32,019,940
Total funds			**32,168,474**		32,182,740

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

The notes on pages 24 to 42 form part of these financial statements.



Mr J Carter-Lang, Chair

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	NOTE	2023 £	2022 £
Cash flows from operating activities			
Net cash provided by operating activities	20	**414,075**	680,809
Cash flows from investing activities			
Interest from investments		**130,267**	17,915
Proceeds from the sale of tangible fixed assets		**7,200**	5,083
Purchase of tangible fixed assets		**(191,425)**	(128,539)
Drawdown and dividends from investment funds		**155,635**	155,819
Net cash provided by investing activities		**101,677**	**50,278**
Change in cash and cash equivalents in the year		**515,752**	**731,087**
Cash and cash equivalents at the beginning of the year		**6,280,581**	5,549,494
Cash and cash equivalents at the end of the year	21	**6,796,333**	6,280,581

The notes on pages 24 to 42 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Flint House Police Rehabilitation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the company.

Designated funds are unrestricted funds earmarked by the Trustees for a particular project; however designation does not legally restrict the expenditure to the particular project and is therefore shown within unrestricted funds in the Statement of Financial Activities.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

1.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- Voluntary income is received by way of forces contributions, third party contributions, donations and gifts and is included in full in the Statement of Financial Activities when the charitable company is entitled to the income.
- Legacies are recognised when confirmation of unconditional entitlement to the bequest is received.
- Investment income is recognised on a receivable basis.
- Tax recovered from voluntary income received under Gift Aid is recognised in the Statement of Financial Activities when the income is receivable and is allocated to the income category to which the income relates.
- Donations are assumed to be unrestricted in their application unless otherwise prescribed.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on raising funds comprises costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charitable company's bar and certain legal fees.
- Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with the meeting the constitutional and statutory requirements of the charitable company and include the audit fees and costs linked to the strategic management of the charitable company.
- Overhead and support costs have been allocated as a direct cost or apportioned on an appropriate basis (refer to note 9) between the charitable activities, costs of raising funds and governance costs. Once allocation and/or apportionment of overhead and support costs has been made between charitable activities, costs of raising funds and governance costs the cost attributable to charitable activities is apportioned across those activities in proportion to total spend.

1.5 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Where applicable assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Freehold buildings..... 2% Straight line
Freehold land..... Not depreciated
Plant and equipment ..... 7% and 20% Straight line
Motor vehicles..... 20% Straight line
Furniture and fittings ..... 10% Straight line

1.6 Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Quoted stocks and shares are included at the balance sheet date at mid-market price.

1.7 Stocks

Stocks relate to goods held for catering and for resale in the bar. They are valued at the lower of cost and net realisable value.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Taxation

Flint House Police Rehabilitation is a registered charitable company and is not liable to taxation on the surplus arising from its charitable activities.

1.13 Pensions

The company operates a defined contribution pension scheme.

The pension costs charge represents contributions payable by the Charity to the fund. Contributions totalling £nil (2022: £nil) were payable to the fund at the statement of financial position date.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions are charged against unrestricted funds as they are incurred.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Tangible fixed assets:

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessment consider issues such as the remaining life of the asset and projected disposal values.

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	5,139,137	-	**5,139,137**	4,805,193
Legacies	56,917	-	**56,917**	844,690
Total 2023	5,196,054	-	**5,196,054**	5,649,883
Total 2022	5,487,083	162,800	5,649,883	

4. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Third party contributions	79,371	**79,371**	91,485
Guest meals and other similar income	8,157	**8,157**	3,948
Bar sales	99,455	**99,455**	83,130
Lottery	99,154	**99,154**	98,880
Other fundraising	24,878	**24,878**	-
Total 2023	311,015	**311,015**	277,443
Total 2022	277,443	277,443	

5. INVESTMENT INCOME

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from listed investments	157,856	**157,856**	155,877
Bank interest receivable	130,267	**130,267**	17,915
Total 2023	288,123	**288,123**	173,792
Total 2022	173,792	173,792	

6. OTHER INCOME

	2023 £	2022 £
Insurance income	**141,616**	-
	141,616	-

7. RAISING FUNDS

	2023 £	2022 £
Advertising and marketing	**58,820**	81,392
Bar expenses and wages	**86,017**	65,934
Lottery expenditure and prizes	**35,142**	36,405
Investment management fee	**33,810**	35,438
Support costs	**65,872**	52,872
	279,661	272,041

8. CHARITABLE ACTIVITIES

	2023 £	2022 £
Catering	**918,647**	829,421
Cleaning and laundry	**320,491**	281,884
Premises expenses	**328,395**	314,975
Grounds and garden	**136,756**	116,860
Insurance	**87,311**	75,504
Physio expenses	**1,077,527**	936,715
Repairs and maintenance	**440,276**	288,271
Security	**257,100**	260,278
Health and wellbeing	**441,049**	445,515
Support costs	**1,251,573**	1,024,558
Gain on disposal of fixed assets	**(7,200)**	(5,083)
Depreciation	**701,098**	732,493
	5,953,023	5,301,391

9. SUPPORT COSTS

	2023 £	2022 £
Administrative salaries	**766,256**	669,011
Audit and other fees	**19,410**	23,576
Legal and professional fees	**230,438**	175,699
Minibus and traveling	**19,600**	36,932
Administrative expenses	**281,741**	172,212
	1,317,445	1,077,430
Allocated to raising funds	**(65,872)**	(52,872)
Allocated to charitable activities	**(1,251,573)**	(1,024,558)
	-	-

Support costs have been allocated on the basis of staff time. Governance costs consist of audit fees of £16,175 excluding VAT (2022: £15,000).

10. AUDITOR'S REMUNERATION

	2023 £	2022 £
Fees payable to the company's auditor for the audit of the company's annual accounts excluding VAT	**15,000**	14,000
Fees payable to the company's auditor in respect of: All non-audit services not included above excluding VAT	**1,175**	1,000

11. STAFF COSTS

	2023 £	2022 £
Wages and salaries	**2,845,662**	2,690,056
Social security costs	**267,879**	255,450
Pension contributions	**336,920**	317,108
	3,450,461	3,262,614

The average number of persons employed by the company during the year was as follows:

	2023 No.	2022 No.
Clinical Staff	**41**	34
Catering	**23**	21
Administration	**16**	6
Housekeeping, maintenance, security, grounds and other	**33**	55
	113	116

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £60,001 - £70,000	**5**	3
In the band £70,001 - £80,000	**-**	1
In the band £80,001 - £90,000	**1**	1

The employees participated in the pension scheme.

The key management personnel of the charity comprise the Trustees, the CEO, CFO, Head of Operations (Formerly General Manager), Head of Marketing & PR, Head of HR, and Head of IT. The total employee benefits of the key management personnel were £531,067 (2022: £503,991).

12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 December 2023, £3,091 expenses or travel costs were reimbursed or paid directly to 3 Trustees (2022 - £3,830 4 trustees).

13. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Assets under construction £	Total £
Cost or valuation						
At 1 January 2023	**27,135,303**	**1,042,580**	**34,283**	**1,545,320**	**77,026**	**29,834,512**
Additions	**16,203**	**78,730**	**-**	**10,858**	**85,634**	**191,425**
Disposals	**-**	**(71,760)**	**-**	**-**	**-**	**(71,760)**
At 31 December 2023	**27,151,506**	**1,049,550**	**34,283**	**1,556,178**	**162,660**	**29,954,177**
Depreciation						
At 1 January 2023	**9,586,776**	**505,685**	**34,283**	**984,241**	**-**	**11,110,985**
Charge for the year	**501,563**	**82,749**	**-**	**116,785**	**-**	**701,097**
On disposals	**-**	**(71,760)**	**-**	**-**	**-**	**(71,760)**
At 31 December 2023	**10,088,339**	**516,674**	**34,283**	**1,101,026**	**-**	**11,740,322**
Net book value						
At 31 December 2023	**17,063,167**	**532,876**	**-**	**455,152**	**162,660**	**18,213,855**
At 31 December 2022	17,548,527	536,895	-	561,079	77,026	18,723,527

Freehold land is not depreciated. The cost of the land included in freehold property is £2,105,843 (2022: £2,105,843).

All of the fixed assets are held for continuing use in the provision, of Flint House's direct charitable activities.

14. FIXED ASSET INVESTMENTS

	Listed investment £	Cash balances £	Total £
Cost or valuation			
At 1 January 2023	**5,476,845**	**387,570**	**5,864,415**
Additions	**1,466,582**	**(1,466,582)**	**-**
Disposals	**(1,155,426)**	**1,155,426**	**-**
Revaluations	**281,610**	**-**	**281,610**
Income	**-**	**157,856**	**157,856**
Management fees	**-**	**(33,810)**	**(33,810)**
Transfer to current account	**-**	**(155,635)**	**(155,635)**
At 31 December 2023	**6,069,611**	**44,825**	**6,114,436**
Net book value			
At 31 December 2023	**6,069,611**	**44,825**	**6,114,436**
At 31 December 2022	5,476,845	387,570	5,864,415

Of the listed investments £3,677,253 (2022: £2,930,196) are overseas investments.

	2023 £	2022 £
Material investments		
Fidelity UCITS ICA US Qual Inc UCITS ETF GBP	**370,167**	406,132
	370,167	406,132

15. DEBTORS

	2023 £	2022 £
Due within one year		
Trade debtors	**330**	-
Other debtors	**1,270,589**	1,690,711
Prepayments and accrued income	**71,236**	65,855
Tax recoverable	**762**	-
	1,342,917	1,756,566

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	**68,829**	117,050
Other taxation and social security	**-**	9,242
Other creditors	**105,217**	207,406
Accruals and deferred income	**152,980**	124,140
	327,026	457,838

17. STATEMENT OF FUNDS

Statement of funds - current year

	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2023 £
Unrestricted funds						
Designated funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset fund	18,723,528	-	(701,098)	191,425	-	18,213,855
Development fund	5,786,161	-	(113,312)	(135,467)	-	5,537,382
	24,526,779	-	(814,410)	55,958	-	23,768,327
General funds						
Unrestricted funds	7,493,161	5,936,808	(5,418,274)	-	281,610	8,293,305
Total Unrestricted funds	32,019,940	5,936,808	(6,232,684)	55,958	281,610	32,061,632
Restricted funds						
Legacy	162,800	-	-	(55,958)	-	106,842
Total of funds	32,182,740	5,936,808	(6,232,684)	-	281,610	32,168,474

STATEMENT OF FUNDS (CONTINUED)

Statement of funds - prior year

	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2022 £
Unrestricted funds						
Designated funds						
Hardship fund	17,090	-	-	-	-	17,090
Fixed asset fund	19,327,480	-	(732,493)	128,541	-	18,723,528
Development fund	5,786,161	-	-	-	-	5,786,161
	25,130,731	-	(732,493)	128,541	-	24,526,779
General funds						
Unrestricted funds	7,347,696	5,938,318	(4,840,939)	(128,541)	(823,373)	7,493,161
Total Unrestricted funds	32,478,427	5,938,318	(5,573,432)	-	(823,373)	32,019,940
Restricted funds						
Legacy	-	162,800	-	-	-	162,800
Total of funds	32,478,427	6,101,118	(5,573,432)	-	(823,373)	32,182,740

Designated funds are represented by the following:

Hardship fund
The Trustees have designated a proportion of the Charity's unrestricted fund toward a hardship fund enabling those officers, who may not have the means to attend Flint House, to attend Flint House via a means tested application to the charity. This ensures the charity is in keeping with the Charity Commission's public benefit rules.

Fixed asset fund
Represents the unrestricted element of the fixed assets.

Development fund
Funds allocated for future capital projects.

Transfer of funds:
The transfer from restricted funds during the year of £55,958 relates to the purchase of fixed assets.

18. SUMMARY OF FUNDS

Summary of funds - current year

	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2023 £
Designated funds	**24,526,779**	**-**	**(814,410)**	**55,958**	**-**	**23,768,327**
General funds	**7,493,161**	**5,936,808**	**(5,418,274)**	**-**	**281,610**	**8,293,305**
Restricted funds	**162,800**	**-**	**-**	**(55,958)**	**-**	**106,842**
	32,182,740	**5,936,808**	**(6,232,684)**	**-**	**281,610**	**32,168,474**

Summary of funds - prior year

	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2022 £
Designated funds	25,130,731	-	(732,493)	128,541	-	24,526,779
General funds	7,347,696	5,938,318	(4,840,939)	(128,541)	(823,373)	7,493,161
Restricted funds	-	162,800	-	-	-	162,800
	32,478,427	6,101,118	(5,573,432)	-	(823,373)	32,182,740

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of net assets between funds – current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	18,213,855	-	**18,213,855**
Fixed asset investments	6,114,436	-	**6,114,436**
Current assets	8,060,367	106,842	**8,167,209**
Creditors due within one year	(327,026)	-	**(327,026)**
Total	32,061,632	106,842	**32,168,474**

Analysis of net assets between funds – prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	18,723,527	-	18,723,527
Fixed asset investments	5,864,415	-	5,864,415
Current assets	7,889,836	162,800	8,052,636
Creditors due within one year	(457,838)	-	(457,838)
Total	32,019,940	162,800	32,182,740

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)		
	(14,266)	(295,687)
Adjustments for:		
Depreciation charges	**701,098**	732,493
Gains/(losses) on investments	**(281,610)**	823,373
Dividends, interests and rents from investments	**(288,123)**	(173,792)
Profit on the sale of fixed assets	**(7,200)**	(5,083)
Increase in stocks	**(12,470)**	(6,833)
Decrease/(increase) in debtors	**413,649**	(578,274)
Increase/(decrease) in creditors	**(130,813)**	149,176
Investment manager fees	**33,810**	35,436
Net cash provided by operating activities	**414,075**	680,809

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash in hand	**6,796,333**	6,280,581
Total cash and cash equivalents	**6,796,333**	6,280,581

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 Jan 2023 £	Cash flows £	At 31 Dec 2023 £
Cash at bank and in hand	6,280,581	515,752	6,796,333
	6,280,581	515,752	6,796,333

23. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year other than those disclosed in note 12 (2022 £nil).

Our mental health support programme

We recognise that police officers hear and see things that others can turn away from and that this continued exposure can increase the risk of a mental health decline.

Our 5-day residential programme is facilitated by experienced mental health practitioners and registered nurses who have a sound understanding of the roles and challenges of the policing family.





545
PATIENTS
attended the programme

729 Telephone consultations
for **MENTAL HEALTH** *support*

487
PATIENTS
JOINED THE
MENTAL HEALTH WALK

Provision of
BESPOKE MENTAL HEALTH SUPPORT
for retired officers

Flint House
Police Rehabilitation

Flint House, Reading Rd, Goring-on-Thames, Oxfordshire, RG8 OLL
01491 874499 | reception@policerehab.co.uk | flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432

#Help AND Heal
SINCE 1890

Flint House Police Rehabilitation

England & Wales - Charity number 1146913

Accounts

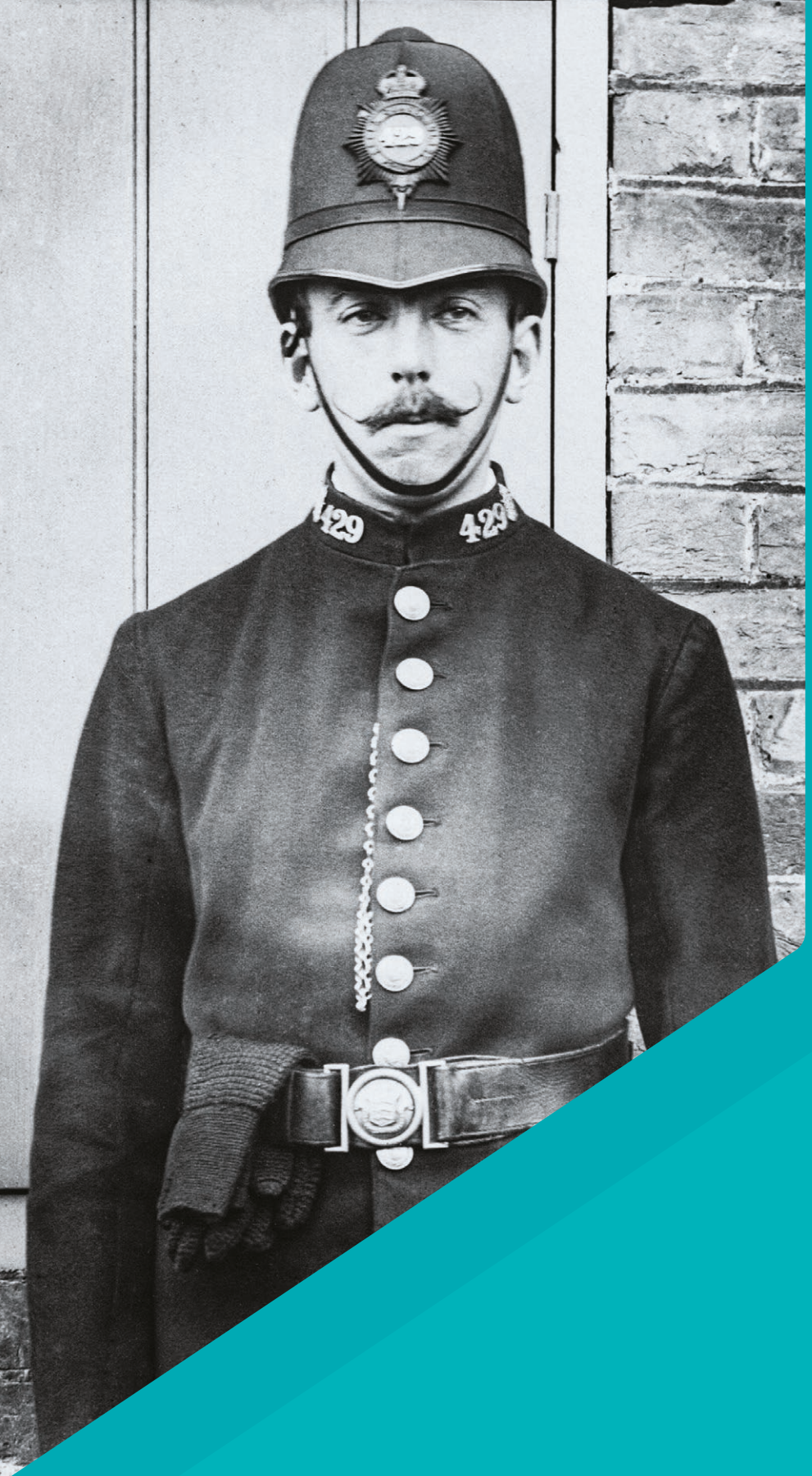
Flint House
Police Rehabilitation

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2022



flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432



SINCE 18

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"I CAME WITH MY WALKING STICK AND THROUGH INTENSIVE PHYSIO, BALANCE CLASSES, STRENGTHENING CLASSES THEY GOT ME OFF THAT AND WALKING WITHOUT ANY AIDS WHATSOEVER. IT WAS HUGELY ABOUT BEING GIVEN THAT CONFIDENCE AND THE CARING ATTITUDE FROM THOSE AT FLINT HOUSE."

JOANNE CORBYN
DETECTIVE INSPECTOR, BEDFORDSHIRE

SINCE 1890

Who we are

Our vision: To support people to lead healthy lives, build resilient careers and enjoy retirement, by delivering world class preventative and rehabilitative care to serving and retired members of the Police Service.

Our purpose: Helping people in the police service to heal through world class Physical Rehabilitation and Mental Health support.

Our values:

- Putting people first
- Always caring, supportive and compassionate
- Acting with integrity
- Treating people with respect
- Striving for excellence
- Continuous improvement

JON CARTER-LANG

Chair's foreword



I was very pleased to be asked by the Board of Trustees to remain as Chairman for another year. It has been a great year of progress by our Charity and all our hardworking staff.

We have changed our name, rebranded, launched our new website and opened up the donation path to retired police officers. Moving towards our state of the art IT system, we have implemented a new online application process and will shortly merge this into a new clinical system linking to our patient file notes.

We have engaged a design consultancy, who have previously worked with New Scotland Yard, to provide the all-important approach to all our refurbishing decisions. Here we are taking a medium-term outlook, and are starting the work with important infrastructure upgrades which will keep Flint House in great shape for the next decade.

We welcome feedback about the exceptional treatment patients receive from our clinical team; and we constantly strive to provide healthy, well-balanced meals for our patients; plus comfortable and clean accommodation. This is achieved despite the extreme cost pressures by many creative efficiency gains.

The charity remains very strong financially, with all the strategic developments and property improvements being funded from current reserves. We continue to produce a recurring operating surplus which gives the Trustees confidence that the charity will be able to maintain its strategic pace of change.

On the Board of Trustees, I was delighted to welcome Charles Parry, who has had a very diverse career, including 10 years as The Fire Fighters Charity CEO and Paul Fotheringham, the recently elected President of the Police Superintendents' Association.

We are extremely fortunate to have so many generous supporters to help our Charity achieve its primary aim of rehabilitation services.



SOPHIA MAJAYA

CEO's statement



2022 has been an exciting year for Flint House Police Rehabilitation. Our rebrand marks the start of a new era for our Charity by formulating a modern front- facing look and logo synonymous with policing, and the heritage of our Grade II listed building in Goring-on-Thames. Paired with our new flexible clinical output, we are pleased to say change is good.

We hope Flint House will become a Charity known by all serving and retired police officers, with our strong #HelpAndHeal message, translated from the Latin on our Crest from 1890. Alongside this, we launched a programme targeting retired police officers to which we added a specialist mental health programme. This has been positively received, and publicised with the help of our friends at the National Association of Retired Police Officers.

Another initiative of note is our Conditioning Programme - a virtual service for officers who have failed their Job Related Fitness Test - and our first looking at the delivery of injury-prevention.

As part of our continuous evolution we introduced a weekly GP surgery; a working kitchen herb garden; wellbeing walks; horticulture classes; regular visits from an Oscar Kilo 9 wellbeing dog; and both men's health and women's menopause talks.

Investment has been made within our Executive team which has allowed for significant positive growth changes, and in Spring 2023 we welcomed Ian Lillistone, Chief Financial Officer to the team.

Most importantly, I would like to thank our ever growing bank of Ambassadors who support, raise funds and generate awareness of Flint House within the policing community.



PHYSICAL REHABILITATION
MENTAL HEALTH SUPPORT
NURSING

Clinical report

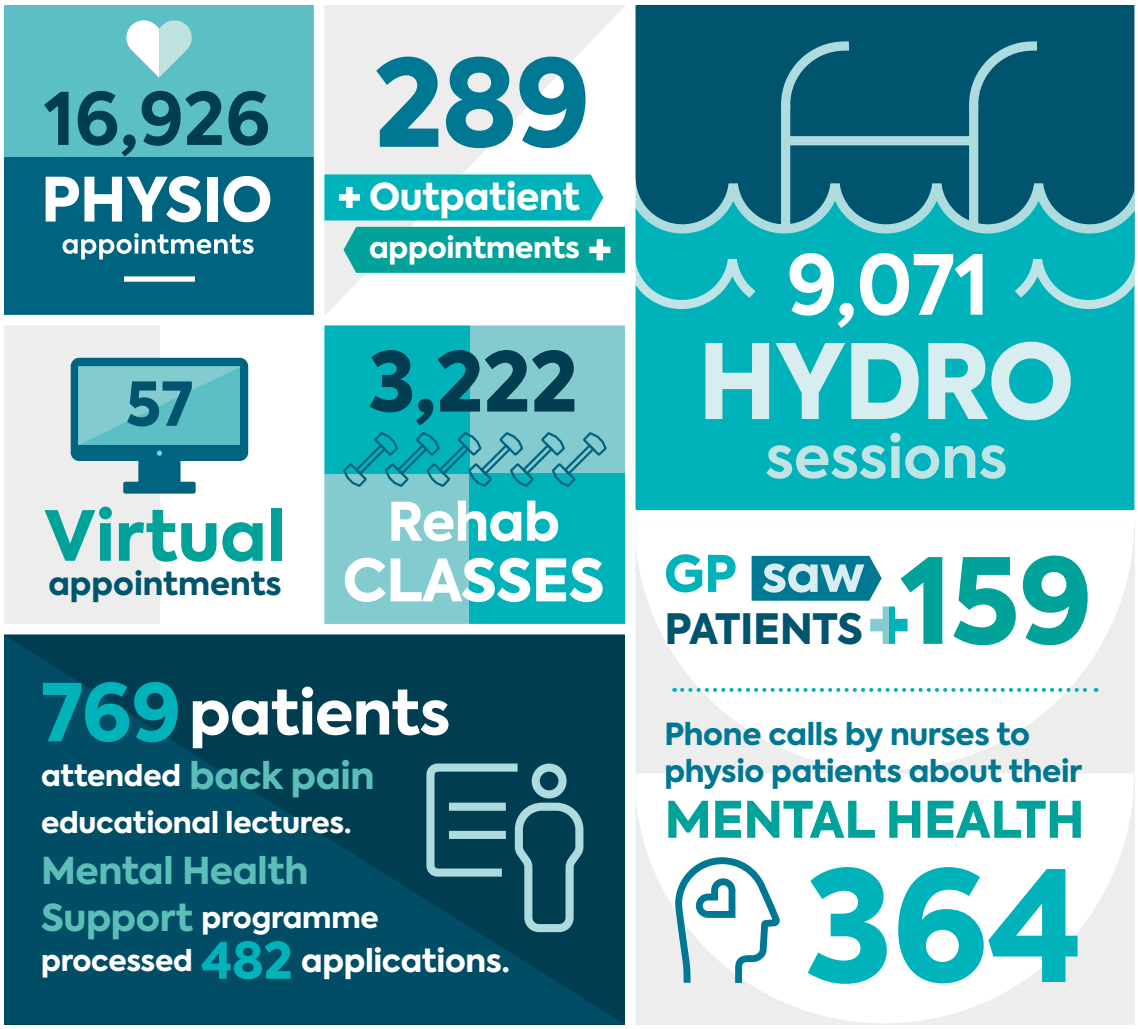
Our Clinical Team are fundamental in the delivery of our world class Physical Rehabilitation Treatment and Mental Health Support Programme, all with the support of our nursing team.

Throughout 2022 Physical Rehabilitation was delivered via our new 'flexible' initiative, with patients influencing how they would like their treatment delivered.

The launch of our new and improved booking system, called Pathway, will enable us to triage applications on a clinical need basis. For those who failed their Job Related Fitness Test, we launched a virtual Conditioning Programme, which is now growing momentum; while new expansions within women's health, vestibular rehab and Lymphedema treatment means a more specialised service for those who need it.



In 2022 we supported over 3,000 patients requiring physical rehabilitation and mental health support by delivering:



Our Mental Health Support programme processed referrals over the year, and implemented a brand new Retired Police Officers programme, which has received excellent feedback. We have also seen an uptick in the amount of Physiotherapy patients who request one-to-one appointments with our Mental Health team.

We are now focusing on a merger of physical health and mental health patients in classes such as mindfulness, wellbeing walks and horticulture classes.

Our nursing team continue to provide a consistent presence night and day for the patients at Flint House. The team have been focusing on Men's Health talks and the Menopause workshops which have received overwhelmingly positive feedback, as has our GP service, which continues to support our overall healthcare ethos.

FLINT HOUSE POLICE REHABILITATION
(A company limited by guarantee)

Trustee's report and financial statements

For the year ended 31 December 2022

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS. FOR THE YEAR ENDED 31 DECEMBER 2022

Patron – Pending confirmation from Royal Household. Following His Majesty The King's Accession, the Royal Household is conducting a review of Royal Patronage. Flint House's former Patron was Queen Elizabeth II.

President – Vacant. Formerly Dame Cressida Dick (resigned 10 April 2022)

Trustees

Mr C Field, co-opted (appointed 15 December 2015)

Dr R Hamilton, co-opted (appointed 15 December 2015)

Mr Z Mader, National Board of the Police Federation of England & Wales, (appointed 10 March 2019)

Ms S de Reya, National Police Chiefs Council, (appointed 14 July 2020)

Mr J Carter-Lang, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity, (appointed 20 October 2020) Appointed chair on 20 September 2021.

Mr C Edwards, co-opted, (appointed 20 October 2020, resigned 26 April 2022)

Mr T Gaymor, co-opted, (appointed 20 October 2020)

Mr E Carroll, Police Superintendents' Association (appointed 19 October 2021, resigned 18 April 2023)

Mr T Clarke, Metropolitan Police Branch Board of the Police Federation of England and Wales (appointed 19 October 2021)

Mr A Swift, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021)

Mr A Orchard, co-opted, National Association of Retired Police Officers rep, (appointed 18 January 2022)

Mr M McIntyre, Branch Boards of the Police Federation of England and Wales from other police forces contributing to the charity (appointed 26 April 2022)

Mr J C Parry, co-opted (appointed 17 January 2023)

Mr P J Fotheringham, Police Superintendents' Association (appointed 18 April 2023)

Company registered number
07990432

Charity registered number
1146913

Registered office
Flint House
Reading Road
Goring on Thames
Oxfordshire
RG8 0LL

Honorary Chaplin
The Rev D Axcell

Independent auditor
James Cowper Kreston Audit
Chartered Accountants and
Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Bankers
Barclays Bank Plc
90 -93 Broad Street
Reading
RG1 2AP

Solicitors
Penningtons Manches Cooper LLC
Apex Plaza
Forbury Road
Reading
Berkshire
RG1 1AX

Investment Manager
RBC Brewin Dolphin
12 Smithfield Street
London
EC1A 9LA

Executive Team
Ms S Majaya, Chief Executive Officer
Mr I Lillistone, Chief Financial Officer
(appointed 1st February 2023)
Mr P Finn, IT Manager
Ms A Weatherburn, Marketing Manager

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2022

Trustees present their annual report together with the audited financial statements of Flint House Police Rehabilitation (FH) for the year 1 January 2022 to 31 December 2022. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document: the Articles of Association adopted on 14 March 2012 (as last amended Dec 2020), and constitutes a limited company, limited by guarantee as defined by the Companies Act 2006.

Appointment of Trustees

In accordance with the Articles of Association, the Board of trustees when complete should consist of not more than twelve individuals, all of whom must be Members. There should be not less than five trustees of whom not less than two should be co-opted trustees.

Seven nominated trustees - such appointments being nominated as:-

- One nominated by the National Police Chiefs' Council
- One nominated by the Police Superintendents' Association
- One nominated by the National Board of the Police Federation of England and Wales
- Two nominated by the Metropolitan Police Branch Board of the Police Federation of England and Wales
- Two nominated by Branch Boards of the Police Federation of England and Wales from other police forces contributing to the Charity

Five co-opted trustees - appointed by a resolution of the trustees.

Trustee Induction and Training

New trustees are required to spend time at Flint House on induction and meeting key employees. They are also encouraged to attend recognised Charity Governance courses.

Organisation

The trustees manage the charitable company, with the full Board of the trustees meeting quarterly. The Board of the trustees is mainly concerned with policy matters and agrees broad strategies and areas of activity for the charitable company. The trustees also are continually mindful of their fiduciary duties and the financial strength of the charity is reviewed every meeting.

To support the trustees on all financial and control matters, the Finance and Audit Committee (FAC) has been strengthened. Under the leadership of Clive Field, the committee now meets on a regular basis in between quarterly board sessions, and has a clear role to critique all financial proposals before forwarding to the Board for approval.

Other committees and working groups are formed on a temporary basis as and when necessary.

Responsibility for day to day management of the charitable company lies with the CEO, Sophia Majaya, who has powers and responsibilities approved by the trustees.

None of the trustees receive remuneration from the charitable company.

Remuneration of key management

The salaries of key management are determined using current market rates and approved by the Board of trustees.

Vision: To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement.

Strapline: *'Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury'.*

Objectives:

- To deliver excellent clinical service provision, care and treatment in order to make a difference to people's lives.
- To produce high quality packages of care for mental and physical rehabilitation and wellbeing and to facilitate both therapeutic and preventative inpatient, day case and outreach programmes of care.
- To deliver inclusive services to patients using remote technology enabling Flint House to reach the greatest number of people as possible and provide a flexible therapeutic service for everyone.
- To provide a service that responds to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.
- To ensure the therapy provided to patients is timely, effective and treats the whole person.
- To deliver top quality accommodation that provides value for money, aids personal care and support with an atmosphere of relaxation and wellbeing, designed to meet the needs of the changing police workforce.
- To nurture a sustainable police charity that maximises funding and appropriate commercial opportunities which maintains and enhances the Flint House clinical programme.
- To create a positive and inclusive work environment in which our staff and teams thrive in order to enable them to deliver the best possible service.
- To build relationships and develop opportunities to increase collaboration and partnerships with other charities, organisations and initiatives to meet the Flint House vision.

Values and Principles

- Putting people at the heart of what we do
- Providing care, support and compassion
- Acting with integrity and treating people with respect
- Striving for excellence and continuous improvement

Future plans and achievements

The trustees met in October 2020 to start the process of developing a new transformational five year business plan. The first stage was to review the efficiency and effectiveness of the charity's operations alongside forming a new strategy to deliver world class services. This multi-faceted plan, including a rebranding, major refurbishment programme to Flint House and development of cutting edge technology was presented to the trustees in June 2021 with all major proposals being approved.

Sophia Majaya discusses the progress on patient care in the CEO summary and Jon Carter-Lang our Chairman of Trustees looks ahead at the next exciting stage of our Strategic plans in his opening remarks.

Financial review

The first stage of our planned implementation of our strategic review will cost approximately £3.5 million. The impact on our Surplus will be a combination of one off "non-recurring spend" and ongoing additional operational expenditure e.g depreciation of capitalised items. The trustees will soon review the second stage of the plan with all required investments forecast to be funded from current reserves.

We believe that it is important to identify and report separately on the non-recurring items to provide the reader of the report with a clearer picture of the ongoing financial viability of the charity.

During the year ended 31 December 2022, the Charity attracted income from all sources of £6,101,118 (2021: £5,368,459). Ongoing recurring expenses were £5,455,964 (2021: £4,958,238) generating a Surplus for the year before non-recurring expenditure items of £645,154 (2021: £410,221). Non-recurring expenditure was £117,468 (2021: £155,415). Surplus taking into account all expenditure was £527,686 (2021: £254,806), before recognition of investment gains/losses. During the year the Charity made a net loss on investments of £823,373.

The Net Assets of the company were £32.2m at the year end, comprising Tangible Fixed Assets of £18.7m and reserves of £13.5m.

Risk Management

The Executive team maintain a detailed risk register which assesses the severity and likelihood of all key risks.

This is presented to the Board on a quarterly basis, highlighting those risks which need urgent mitigating actions.

Investment Management

The trustees have discretion as to the manner in which funds are invested. Professional advice in this regard is provided by the Charity's appointed Investment Managers.

The FAC has been in active dialogue with our Investment Managers to ensure the trustees understand the balanced risk approach of the investment strategy. We have been cautious in maintaining sufficient liquid funds, where no capital risk is present, to ensure we can fund the implementation of the strategic review in addition to our operational reserve.

Reserves policy

The trustees, being cognisant of the requirements of the Charity Commission for a reserves policy to be adopted, have determined a minimum level of reserves should be held in freely available funds (i.e. those not tied up in tangible assets or designated funds). This amount needs to be available to provide working capital if required to ensure the uninterrupted running of the charitable company at current levels of occupancy, should income levels fall or unexpected maintenance costs arise. The amount has been set at 6 months expenditure.

Statement of Trustees' responsibilities

The trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, James Cowper Kreston Audit, has indicated its willingness to continue in office. The designated trustees will propose a motion reappointing the auditor at a meeting of the trustees.

Approved by order of the members of the board of trustees on 18th July 2023 and signed on their behalf by:



.....
MR J CARTER-LANG
Chair

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2022

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:



MR J M CARTER-LANG
Chair

DATE: 21st September 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FLINT HOUSE POLICE REHABILITATION

Opinion

We have audited the financial statements of Flint House Police Rehabilitation (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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.

Our responsibilities and the responsibilities of the Trustees 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 and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an Auditor's report that includes our 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of noncompliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: *www.frc.org.uk/auditorsresponsibilities*. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Bath BSc FCA DChA (Senior Statutory Auditor)
for and on behalf of:

James Cowper Kreston Audit
Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB



.....
MICHAEL BATH

DATE: 26th September 2023

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2022

	NOTE	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	**5,363,512**	**162,800**	**5,526,312**	4,931,691
Charitable activities	4	**123,571**	**-**	**123,571**	25,940
Other trading activities	5	**277,443**	**-**	**277,443**	261,268
Investments	6	**173,792**	**-**	**173,792**	149,560
Total income		**5,938,318**	**162,800**	**6,101,118**	5,368,459
Expenditure on:					
Raising funds	7	**267,264**	**-**	**267,264**	166,614
Charitable activities:	8				
- Depreciation		**732,492**	**-**	**732,492**	737,395
- Other charitable activities		**4,573,676**	**-**	**4,573,676**	4,209,644
Total expenditure		**5,573,432**	**-**	**5,573,432**	5,113,653
Net income before net (losses) /gains on investments		**364,886**	**162,800**	**527,686**	254,806
Net (losses)/gains on investments		**(823,373)**	**-**	**(823,373)**	695,893
Net movement in funds		**(458,487)**	**162,800**	**(295,687)**	950,699
Reconciliation of funds:					
Total funds brought forward		**32,478,427**	**-**	**32,478,427**	31,527,728
Net movement in funds		**(458,487)**	**162,800**	**(295,687)**	950,699
Total funds carried forward		**32,019,940**	**162,800**	**32,182,740**	32,478,427

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 42 form part of these financial statements.

BALANCE SHEET
AS AT 31 DECEMBER 2022

	NOTE		2022 £		2021 £
Fixed assets					
Tangible assets	13		**18,723,527**		19,327,481
Investments	14		**5,864,415**		6,723,169
			24,587,942		26,050,650
Current assets					
Stocks		**15,489**		8,656	
Debtors	15	**1,756,566**		1,178,289	
Cash at bank and in hand		**6,280,581**		5,549,494	
		8,052,636		6,736,439	
Creditors: amounts falling due within one year	16	**(457,838)**		(308,662)	
Net current assets			**7,594,798**		6,427,777
Total assets less current liabilities			**32,182,740**		32,478,427
Total net assets			**32,182,740**		32,478,427
Charity funds					
Unrestricted funds	17		**32,019,940**		32,478,427
Restricted funds	17		**162,800**		-
Total funds			**32,182,740**		32,478,427

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



MR J CARTER-LANG
Chair

DATE: 21ST September 2023

The notes on pages 24 to 42 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

	NOTE	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by operating activities	20	**680,809**	1,000,728
Cash flows from investing activities			
Interest from investments		**17,915**	427
Proceeds from the sale of tangible fixed assets		**5,083**	-
Purchase of tangible fixed assets		**(128,539)**	(84,910)
Drawdown and dividends from investment funds		**155,819**	147,293
Net cash provided by investing activities		**50,278**	**62,810**
Change in cash and cash equivalents in the year		**731,087**	**1,063,538**
Cash and cash equivalents at the beginning of the year		**5,549,494**	4,485,956
Cash and cash equivalents at the end of the year	21	**6,280,581**	5,549,494

The notes on pages 24 to 42 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Flint House Police Rehabilitation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the company.

Designated funds are unrestricted funds earmarked by the Trustees for a particular project; however designation does not legally restrict the expenditure to the particular project and is therefore shown within unrestricted funds in the Statement of Financial Activities.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

1.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- Voluntary income is received by way of forces contributions, third party contributions, donations and gifts and is included in full in the Statement of Financial Activities when the charitable company is entitled to the income.
- Legacies are recognised when confirmation of unconditional entitlement to the bequest is received.
- Investment income is recognised on a receivable basis.
- Tax recovered from voluntary income received under Gift Aid is recognised in the Statement of Financial Activities when the income is receivable and is allocated to the income category to which the income relates.
- Donations are assumed to be unrestricted in their application unless otherwise prescribed.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on raising funds comprises costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charitable company's bar and certain legal fees.
- Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with the meeting the constitutional and statutory requirements of the charitable company and include the audit fees and costs linked to the strategic management of the charitable company.
- Overhead and support costs have been allocated as a direct cost or apportioned on an appropriate basis (refer to note 9) between the charitable activities, costs of raising funds and governance costs. Once allocation and/or apportionment of overhead and support costs has been made between charitable activities, costs of raising funds and governance costs the cost attributable to charitable activities is apportioned across those activities in proportion to total spend.

1.5 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Where applicable assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Freehold buildings.....2% Straight line
Freehold land.....Not depreciated
Plant and equipment .....7% and 20% Straight line
Motor vehicles.....20% Straight line
Furniture and fittings .....10% Straight line

1.6 Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Quoted stocks and shares are included at the balance sheet date at mid-market price.

1.7 Stocks

Stocks relate to goods held for catering and for resale in the bar. They are valued at the lower of cost and net realisable value.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Taxation

Flint House Police Rehabilitation is a registered charitable company and is not liable to taxation on the surplus arising from its charitable activities.

1.13 Pensions

The company operates a defined contribution pension scheme.

The pension costs charge represents contributions payable by the Charity to the fund. Contributions totalling £nil (2021: £nil) were payable to the fund at the statement of financial position date.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions are charged against unrestricted funds as they are incurred.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future.
The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Tangible fixed assets: Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessment consider issues such as the remaining life of the asset and projected disposal values.

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	4,681,622	-	**4,681,622**	4,856,656
Legacies	681,890	162,800	**844,690**	75,035
Total 2022	5,363,512	162,800	**5,526,312**	4,931,691
Total 2021	4,931,691	-	4,931,691	

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Retiree payments	123,571	**123,571**	25,940
Total 2022	123,571	**123,571**	25,940
Total 2021	25,940	**25,940**	

5. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Third party contributions	91,485	**91,485**	140,102
Guest meals and other similar income	3,948	**3,948**	803
Bar sales	83,130	**83,130**	19,005
Lottery	98,880	**98,880**	101,358
Total 2022	277,443	**277,443**	261,268
Total 2021	261,268	**261,268**	

6. INVESTMENT INCOME

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from listed investments	155,877	155,877	149,133
Bank interest receivable	17,915	17,915	427
Total 2022	173,792	173,792	149,560
Total 2021	149,560	149,560	

7. RAISING FUNDS

	2022 £	2021 £
Advertising and marketing	**81,392**	13,798
Bar expenses and wages	**65,934**	38,994
Lottery expenditure and prizes	**36,405**	34,676
Investment management fee	**35,438**	36,704
Support costs	**48,095**	42,442
	267,264	166,614

8. CHARITABLE ACTIVITIES

	2022 £	2021 £
Catering	**751,441**	649,410
Cleaning and laundry	**281,884**	286,582
Premises expenses	**214,187**	278,162
Grounds and garden	**113,188**	70,450
Insurance	**75,504**	69,711
Physio expenses	**936,715**	979,796
Repairs and maintenance	**123,733**	337,051
Security	**260,278**	202,359
Health and wellbeing	**445,515**	529,731
Support costs	**913,801**	806,392
Gain on disposal of fixed assets	**(5,083)**	-
Depreciation	**732,493**	737,395
	4,843,656	4,947,039

9. SUPPORT COSTS

Income from fundraising events

	2022 £	2021 £
Administrative salaries	**669,011**	442,634
Audit and other fees	**23,576**	14,481
Legal and professional fees	**175,699**	180,692
Minibus and traveling	**33,211**	49,180
Administrative expenses	**60,399**	161,847
	961,896	848,834
Allocated to raising funds	**(48,095)**	(42,442)
Allocated to charitable activities	**(913,801)**	(806,392)
	-	-

Support costs have been allocated on the basis of staff time. Governance costs consist of audit fees of £14,000 excluding VAT (2021: £12,915).

10. AUDITOR'S REMUNERATION

	2022 £	2021 £
Fees payable to the company's auditor for the audit of the company'sannual accounts excluding VAT	**14,000**	12,915
Fees payable to the company's auditor in respect of: All non-audit services not included above excluding VAT	**1,000**	7,756

11. STAFF COSTS

	2022 £	2021 £
Wages and salaries	**2,690,056**	2,600,423
Social security costs	**255,450**	234,958
Pension contributions	**317,108**	246,810
	3,262,614	3,082,191

The average number of persons employed by the company during the year was as follows:

	2022 No.	2021 No.
Clinical Staff	**34**	42
Catering	**21**	33
Administration	**6**	12
Housekeeping, maintenance, security, grounds and other	**55**	30
	116	117

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	2021 No.
In the band £60,001 - £70,000	**3**	-
In the band £70,001 - £80,000	**1**	1
In the band £90,001 - £100,000	**1**	-

The employees participated in the pension scheme.

The key management personnel of the charity comprise Trustees, the CEO, CFO, General Manager, Finance Manager, Marketing Manager, HR Consultant and IT Manager. The total employee benefits of the key management personnel were £503,991 (2021: £334,908).

12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 December 2022, £3,830 expenses or travel costs were reimbursed or paid directly to 4 Trustees (2021 - £7,960, 6 trustees).

13. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Assets under Construction £	Total £
Cost or valuation						
At 1 January 2022	**27,135,303**	**1,022,335**	**34,283**	**1,529,714**	**-**	**29,721,635**
Additions	**-**	**35,907**	**-**	**15,606**	**77,026**	**128,539**
Disposals	**-**	**(15,662)**	**-**	**-**	**-**	**(15,662)**
At 31 December 2022	**27,135,303**	**1,042,580**	**34,283**	**1,545,320**	**77,026**	**29,834,512**
Depreciation						
At 1 January 2022	**9,086,181**	**438,398**	**34,283**	**835,292**	**-**	**10,394,154**
Charge for the year	**500,595**	**82,949**	**-**	**148,949**	**-**	**732,493**
On disposals	**-**	**(15,662)**	**-**	**-**	**-**	**(15,662)**
At 31 December 2022	**9,586,776**	**505,685**	**34,283**	**984,241**	**-**	**11,110,985**
Net book value						
At 31 December 2022	**17,548,527**	**536,895**	**-**	**561,079**	**77,026**	**18,723,527**
At 31 December 2021	18,049,122	583,937	-	694,422	-	19,327,481

Freehold land is not depreciated. The valuation cost of the land included in freehold property is £2,105,843 (2021: £2,105,843).

All of the fixed assets are held for continuing use in the provision, of Flint House's direct charitable activities.

14. FIXED ASSET INVESTMENTS

	Listed Investment £	Cash balances £	Total £
Cost or valuation			
At 1 January 2022	**6,445,945**	**277,224**	**6,723,169**
Additions	**2,193,431**	**(2,193,431)**	**-**
Disposals	**(2,339,157)**	**2,339,157**	**-**
Revaluations	**(823,374)**	**-**	**(823,374)**
Income	**-**	**155,877**	**155,877**
Management fees	**-**	**(35,438)**	**(35,438)**
Transfer to current account	**-**	**(155,819)**	**(155,819)**
At 31 December 2022	**5,476,845**	**387,570**	**5,864,415**
Net book value			
At 31 December 2022	**5,476,845**	**387,570**	**5,864,415**
At 31 December 2021	6,445,945	277,224	6,723,169

Of the listed investments £2,930,196 (2021: £3,451,298) are overseas investments.

	2022 £	2021 £
Material investments		
Fidelity UCITS ICA US Qual Inc UCITS ETF GBP	**406,132**	-
Vanguard S&P 500 ETF USD	**-**	553,533
	406,132	553,533

15. DEBTORS

	2022 £	2021 £
Due within one year		
Other debtors	**1,690,711**	1,037,173
Prepayments and accrued income	**65,855**	139,692
Tax recoverable	**-**	1,424
	1,756,566	1,178,289

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	**117,050**	131,278
Other taxation and social security	**9,242**	-
Other creditors	**207,406**	70,575
Accruals and deferred income	**124,140**	106,809
	457,838	308,662

17. STATEMENT OF FUNDS

Statement of funds - current year

	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2022 £
Unrestricted Funds						
Designated funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	19,327,480	-	(732,493)	128,541	-	18,723,528
Development Fund	5,786,161	-	-	-	-	5,786,161
	25,130,731	-	(732,493)	128,541	-	24,526,779
General funds						
Unrestricted funds	7,347,696	5,938,318	(4,840,939)	(128,541)	(823,373)	7,493,161
Total Unrestricted funds	32,478,427	5,938,318	(5,573,432)	-	(823,373)	32,019,940
Restricted funds						
Legacy	-	162,800	-	-	-	162,800
Total of funds	32,478,427	6,101,118	(5,573,432)	-	(823,373)	32,182,740

STATEMENT OF FUNDS (CONTINUED)

Statement of funds - prior year

	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2021 £
Unrestricted Funds						
Designated funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	18,320,803	-	(720,107)	1,726,784	-	19,327,480
Development Fund	5,855,884	-	-	(69,723)	-	5,786,161
	24,193,777	-	(720,107)	1,657,061	-	25,130,731
General funds						
Unrestricted funds	5,641,502	5,368,459	(4,376,258)	18,100	695,893	7,347,696
Total Unrestricted funds	29,835,279	5,368,459	(5,096,365)	1,675,161	695,893	32,478,427
Restricted funds						
Home Office grant	1,527,675	-	(9,111)	-	-	-
Legacy	131,487	-	(8,177)	-	-	-
Flint House refurbishment	33,187	-	-	-	-	-
Other funds	100	-	-	-	-	-
	1,692,449	-	(17,288)	-	-	-
Total of funds	31,527,728	5,368,459	(5,113,653)	1,675,161	695,893	32,478,427

Designated funds are represented by the following:

Hardship Fund
The Trustees have designated a proportion of the Charity's unrestricted fund toward a hardship fund enabling those officers, who may not have the means to attend Flint House, to attend Flint House via a means tested application to the charity. This ensures the charity is in keeping with the Charity Commission's public benefit rules.

Fixed Asset Fund
Represents the unrestricted element of the fixed assets.

Development Fund
Funds allocated for future capital projects.

18. SUMMARY OF FUNDS

Summary of funds - current year

	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2022 £
Designated funds	25,130,731	-	(732,493)	128,541	-	24,526,779
General funds	7,347,696	5,938,318	(4,840,939)	(128,541)	(823,373)	7,493,161
Restricted funds	-	162,800	-	-	-	162,800
	32,478,427	6,101,118	(5,573,432)	-	(823,373)	32,182,740

Summary of funds - prior year

	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 Dec 2021 £
Designated funds	24,193,777	-	(720,107)	1,657,061	-	25,130,731
General funds	5,641,502	5,368,459	(4,376,258)	18,100	695,893	7,347,696
Restricted funds	1,692,449	-	(17,288)	-	-	-
	31,527,728	5,368,459	(5,113,653)	1,675,161	695,893	32,478,427

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	18,723,527	-	**18,723,527**
Fixed asset investments	5,864,415	-	**5,864,415**
Current assets	7,889,836	162,800	**8,052,636**
Creditors due within one year	(348,760)	-	**(348,760)**
Provisions for liabilities and charges	(109,078)	-	**(109,078)**
Total	32,019,940	162,800	**32,182,740**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	19,327,481	**19,327,481**
Fixed asset investments	6,723,169	**6,723,169**
Current assets	6,736,439	**6,736,439**
Creditors due within one year	(308,662)	**(308,662)**
Total	32,478,427	**32,478,427**

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)		
	(295,687)	950,699
Adjustments for:		
Depreciation charges	**732,493**	737,394
Gains/(losses) on investments	**823,373**	(695,893)
Dividends, interests and rents from investments	**(173,792)**	(149,560)
Loss/(profit) on the sale of fixed assets	**(5,083)**	-
Increase in stocks	**(6,833)**	(4,446)
Decrease/(increase) in debtors	**(578,274)**	174,534
Increase/(decrease) in creditors	**40,098**	(47,958)
Investment manager fees	**35,436**	35,958
Net cash provided by operating activities	**571,731**	1,000,728

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash in hand		
Depreciation charges	**6,280,581**	5,549,494
Total cash and cash equivalents	**6,280,581**	5,549,494

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 Jan 2022 £	Cash flows £	At 31 Dec 2022 £
Cash at bank and in hand	5,549,494	731,087	**6,280,581**
	5,549,494	731,087	**6,280,581**

23. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year other than those disclosed in note 12 (2021 £nil).

Our mental health support programme

We recognise that police officers hear and see things that others can turn away from and that this continued exposure can increase the risk of a mental health decline.

Our 5-day residential programme is facilitated by experienced mental health practitioners and registered nurses who have a sound understanding of the roles and challenges of the policing family.





MENTAL HEALTH support programme

••• RECIEVED •••

482

applications

395

PATIENTS attended the **PROGRAMME**

83

SIGNPOSTED to other services

12

SIGN-POSTED to

PHYSIO

for **TREATMENT**

Flint House
Police Rehabilitation

Flint House, Reading Rd, Goring-on-Thames, Oxfordshire, RG8 OLL
01491 874499 | reception@policerehab.co.uk | flinthouse.co.uk

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432

#Help AND Heal
SINCE 1890

Flint House Police Rehabilitation

England & Wales - Charity number 1146913

Accounts

Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

TRUSTEES' REPORT and FINANCIAL STATEMENTS 2021



Charity Number 1146913
Registered number 07990432

Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

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Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

OUR VISION

To support people to lead healthy lives, build resilient careers and enjoy retirement, by delivering world class preventative and rehabilitative care to serving and retired members of the police service.



Charity Number 1146913
Registered number 07990432

Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

OUR AIM

To continue to deliver world class physical rehabilitation and mental health support to serving and retired police officers.

Our highly skilled clinical team make it their daily mission to help our patients to heal. We offer a safe, relaxed environment where everyone is treated with care and respect, no ranks, no hierarchy.

We are entirely funded by donations and fundraising.



Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

OUR VALUES

- Putting people first
- Always caring, supportive and compassionate
- Acting with integrity
- Treating people with respect
- Striving for excellence
- Continuous improvement



Flint House
Police Rehabilitation
(formerly The Police Rehabilitation Centre)

CHAIR'S FOREWORD
JON CARTER-LANG



Charity Number 1146913
Registered number 07990432

Flint House
Police Rehabilitation

CHAIR'S FOREWORD
JON CARTER-LANG

Following the departure of Ian Wylie from the board of trustees, I was delighted to accept the position of board chair for the next year.

Ian was instrumental in setting a new direction for the charity following a thorough strategic review in 2020. My role is to ensure the board continues to support the executive team in the implementation of the exciting plans.

These incorporate a series of radical steps over the next few years to lead the charity towards its vision and long term objectives, including:

- New branding and design
- Redeveloped website and social media strategy
- New e-application forms for patients
- New direct debit system for donors
- State of the art IT systems
- Refurbishment of our bedrooms and public areas
- Creation of a new conference centre

Having taken a prudent view in all aspects of our financial management over the last few years, we are now able to invest up to £5 million in these new developments with the funds taken from our own reserves.

I am also delighted to announce that from 1 July 2022 we will be launching a new offering to all retired police officers. This will attract additional donations to the charity and provide reassurance that officers will still be eligible to come to attend Flint House for rehabilitation after retirement.

We have entered a very exciting phase in the charity`s 132 year history and I feel very proud that I will be able to play an active role in the evolving journey.



Flint House
Police Rehabilitation
(formerly The Police Rehabilitation Centre)

CEO'S STATEMENT
SOPHIA MAJAYA



Charity Number 1146913
Registered number 07990432

Flint House
Police Rehabilitation

CEO'S STATEMENT
SOPHIA MAJAYA

Flint House Police Rehabilitation was founded in 1890, back in the days when bobbies wore stove-pipe hats and the most common injuries were caused by police horses. Flint House has evolved over the years, and is now at the forefront of modern physical rehabilitation and mental health support, offering both serving and retired officers modern, flexible, needs based programmes.

Alongside our Board of Trustees, I am always looking to implement significant enhancements to our patient offering and over the next few years we are making improvements to keys areas of the Charity. One such area is our support programme for Retired Police Officers for which our offering will become far more affordable and flexible.

Following the Strategic Review in 2020 we are already well on our way to making some positive changes to our clinical support. Our trustees, staff and patients should be proud of our progress, especially in the quest to make Flint House 'the' authority on police rehabilitation. I would like to take this opportunity to thank them all for making Flint House what it is - and what it will be for many years to come.



Flint House
Police Rehabilitation

(formerly The Police Rehabilitation Centre)

CLINICAL REPORT

PHYSICAL REHABILITATION | MENTAL HEALTH | NURSING

This coming year the physical rehabilitation department will deliver a new flexible service that is driven by the needs of the patients and will have the ability to continually evolve.

Treatment will be delivered through a variety of different means - virtual, outpatients, residential or a combination of all 3 if required. The delivery, length and frequency of the treatment will vary depending on the patients' needs making Flint House more accessible to all.

Along with rehabilitation and prehabilitation service that we offer, we are excited to introduce a new conditioning service at the end of 2022. This will aid in injury prevention by improving fitness and general conditioning.

In 2021 11,226 patients attended classes; 2,121 had virtual physiotherapy sessions; and 3,443 patients have attended hydrotherapy.

The mental health department has been working closely with the Police Federation offering bespoke workshops for Thames Valley Police, the Metropolitan Police, Hampshire Police and Wiltshire Police.

Our charity has also forged some fantastic links with the Oscar Kilo 9 wellbeing dog service and we now have a regular Trauma and Wellbeing Dog that visits our patients.

On-site we have introduced Horticulture classes and all patients were invited on our weekly wellbeing walk.

In our nursing department, all staff have completed their 'hands on' training for Moving and Handling of People. While health checks and blood pressure drop-ins have continued successfully.

Flint House
Police Rehabilitation

JAMES SARSON
FLINT HOUSE TESTIMONIAL

Official Flint House Ambassador, James Sarson, who has 21 years' service, said the first time he came to Flint House he arrived on crutches and left without them.

"I was driving home from work and someone pulled out on me; I had to swerve and then someone hit me head-on. I was in a coma, with a broken back, broken knees, a fractured sternum, and part of my stomach had to be removed. When I came out of the coma I had to have intense physio and learn to walk again. When I went to Flint House three months after the accident, I was on crutches. I left without needing them!"



FLINT HOUSE POLICE REHABILITATION
(Formerly The Police Rehabilitation Centre)

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2021

Her Majesty the Queen, Patron
Dame Cressida Dick, President

Trustees
Mr I Wylie, Police Superintendents' Association, resigned as trustee and chair on 15 July 2021
Mr C Field, co-opted (appointed 15 December 2015)
Dr R Hamilton, co-opted (appointed 15 December 2015)
Mr Z Mader, National Board of the Police Federation of England & Wales, (appointed 10 March 2019)
Ms S de Reya, National Police Chiefs Council (appointed 14 July 2020)
Mr J Carter-Lang, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 20 October 2020). Appointed chair on 20 September 2021
Mr C Edwards, co-opted (appointed 20 October 2020, resigned 26 April 2022)
Mr T Gaymor, co-opted (appointed 20 October 2020)
Mr I Roe, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (resigned as trustee 2 November 2021)
Mr E Carroll, Police Superintendents' Association (appointed 19 October 2021)
Mr T Clarke, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021)
Mr A Swift, Metropolitan Police Branch Board of the Police Federation of England & Wales (appointed 19 October 2021)
Mr A Orchard, co-opted, National Association of Retired Police Officers rep (appointed 18 January 2022)
Mr M McIntyre, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 26 April 2022)

Company registered number
07990432

Charity registered number
1146913

Registered office
Flint House
Reading Road
Goring on Thames
Oxfordshire
RG8 0LL

Honorary Chaplin
The Rev D Axcell

Independent auditor
James Cowper Kreston
Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Bankers
Barclays Bank Plc
1 The Triangle
Tilehurst
Reading
Berkshire
RG30 4RW

Solicitors
Penningtons Manches Cooper LLC
Apex Plaza
Forbury Road
Reading
Berkshire
RG1 1AX

Investment Manager
Brewin Dolphin Limited
8 Waterloo Place
St James'
London
SW1Y 4BE

Executive Team
Ms S Majaya, Chief Executive Officer
Mr P Finn, IT Manager
Mr J Gomez, General Manager
Ms M Li, Finance Manager
Ms A Weatherburn, Marketing Manager

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021

The Trustees present their annual report together with the audited financial statements of Flint House Police Rehabilitation for the year 1 January 2021 to 31 December 2021. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Structure, governance and management

Governing document

The charitable company is controlled by its governing document: the Articles of Association adopted on 14 March 2012 (as last amended Dec 2020), and constitutes a limited company, limited by guarantee as defined by the Companies Act 2006.

Appointment of Trustees

In accordance with the Articles of Association, the Board of trustees when complete should consist of not more than twelve individuals, all of whom must be Members. There should be not less than five trustees of whom not less than two should be co-opted trustees.

Seven nominated trustees - such appointments being nominated as:-

- One nominated by the National Police Chiefs' Council
- One nominated by the Police Superintendents' Association
- One nominated by the National Board of the Police Federation of England & Wales
- Two nominated by the Metropolitan Police Branch Board of the Police Federation of England & Wales
- Two nominated by Branch Boards of the Police Federation of England & Wales from other police forces contributing to the Charity

Five co-opted trustees - appointed by a resolution of the trustees

Trustee Induction and Training

New trustees are required to spend time at Flint House on induction and meeting key employees. They are also encouraged to attend recognised Charity Governance courses.

Organisation

The trustees manage the charitable company, with the full Board of the trustees meeting quarterly. The Board of the trustees is mainly concerned with policy matters and agrees broad strategies and areas of activity for the charitable company. The trustees also are continually mindful of their fiduciary duties and the financial strength of the charity is reviewed every meeting.

To support the trustees on all financial and control matters, the Finance and Audit Committee (FAC) has been strengthened. Under the leadership of Clive Field, the committee now meets monthly and has a clear role to critique all financial proposals before forwarding to the Board for approval.

Other committees and working groups are formed on a temporary basis as and when necessary.

Responsibility for day to day management of the charitable company lies with the CEO, Sophia Majaya, who has powers and responsibilities approved by the trustees.

None of the trustees receive remuneration from the charitable company.

Remuneration of key management

The salaries of key management are determined using current market rates and approved by the Board of trustees.

Vision: To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement.

Strapline: '*Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury'.*

Objectives:
- To deliver excellent clinical service provision, care and treatment in order to make a difference to people's lives.
- To produce high quality packages of care for mental and physical rehabilitation and wellbeing and to facilitate both therapeutic and preventative inpatient, day case and outreach programmes of care.
- To deliver inclusive services to patients using remote technology enabling Flint House to reach the greatest number of people as possible and provide a flexible therapeutic service for everyone.
- To provide a service that responds to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.
- To ensure the therapy provided to patients is timely, effective and treats the whole person.
- To deliver top quality accommodation that provides value for money, aids personal care and support with an atmosphere of relaxation and wellbeing, designed to meet the needs of the changing police workforce.
- To nurture a sustainable police charity that maximises funding and appropriate commercial opportunities which maintains and enhances the Flint House clinical programme.
- To create a positive and inclusive work environment in which our staff and teams thrive in order to enable them to deliver the best possible service.
- To build relationships and develop opportunities to increase collaboration and partnerships with other charities, organisations and initiatives to meet the Flint House vision.

Values and Principles
- Putting **people at the heart** of what we do
- Providing **care, support and compassion**
- Acting with **integrity** and treating people with respect
- Striving for **excellence** and continuous improvement

Future plans and achievements

The trustees met in October 2020 to start the process of developing a new transformational five year business plan. The first stage was to review the efficiency and effectiveness of the charity's operations alongside forming a new strategy to deliver world class services. This multi-faceted plan, including a major refurbishment programme to Flint House and development of cutting edge technology was presented to the trustees in June 2021 with all major proposals being approved.

Sophia Majaya discusses the progress on patient care in our front section.

Financial review

The planned implementation of our strategic review and further developments will cost up to £5 million. The impact on our Surplus will be a combination of one off "non-recurring spend" and ongoing additional operational expenditure e.g. depreciation of a new capital item.

We believe that it is important to identify and report separately on the non-recurring items to provide the reader of the report with a clearer picture of the ongoing financial viability of the charity.

During the year ended 31 December 2021, the Charity attracted income from all sources of £5,368,459 (2020: £5,455,037). Ongoing recurring expenses were £4,958,238 (2020: £5,208,345) leaving a recurring surplus for the year of £410,221 (2020: £246,692). Non-recurring expenditure was £155,415 (2020: £179,102). Surplus taking into account all expenditure was £254,806 (2020: £67,590), before recognition of investment gains/losses. During the year the Charity made a net gain on investments of £695,893.

Risk Management

The Executive team maintain a detailed risk register which assesses the severity and likelihood of all key risks. This is presented to the Board on a quarterly basis, highlighting those risks which need urgent mitigating actions.

Investment Management

The trustees have discretion as to the manner in which funds are invested. Professional advice in this regard is provided by the Charity's appointed Investment Managers.

The FAC has been in active dialogue with our Investment Managers to ensure the trustees understand the balanced risk approach of the investment strategy. We have been cautious in maintaining sufficient liquid funds, where no capital risk is present, to ensure we can fund the implementation of the strategic review in addition to our operational reserve.

Reserves policy

The trustees, being cognisant of the requirements of the Charity Commission for a reserves policy to be adopted, have determined a minimum level of reserves should be held in freely available funds (i.e. those not tied up in tangible assets or designated funds). This amount needs to be available to provide working capital if required to ensure the uninterrupted running of the charitable company at current levels of occupancy, should income levels fall or unexpected maintenance costs arise. The amount has been set at 6 months expenditure.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2021

Statement of Trustees' responsibilities

The trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, James Cowper Kreston, has indicated its willingness to continue in office. The designated trustees will propose a motion reappointing the auditor at a meeting of the trustees.

Approved by order of the members of the board of trustees on July 2022 and signed on their behalf by:

.....
Mr J Carter-Lang
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FLINT HOUSE POLICE REHABILITATION

Opinion

We have audited the financial statements of Flint House Police Rehabilitation (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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.

Our responsibilities and the responsibilities of the Trustees 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 and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an Auditor's report that includes our 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.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Farwell MA FCA DChA (Senior statutory auditor)
for and on behalf of
James Cowper Kreston
Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date:

FLINT HOUSE POLICE REHABILITATION
(Formerly The Police Rehabilitation Centre)

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	**4,931,691**	**-**	**4,931,691**	5,006,600
Charitable activities	4	**25,940**	**-**	**25,940**	10,400
Other trading activities	5	**261,268**	**-**	**261,268**	296,154
Investments	6	**149,560**	**-**	**149,560**	141,883
Total income		**5,368,459**	**-**	**5,368,459**	5,455,037
Expenditure on:					
Raising funds		**166,614**	**-**	**166,614**	186,663
Charitable activities		**4,929,751**	**17,288**	**4,947,039**	5,200,784
Total expenditure		**5,096,365**	**17,288**	**5,113,653**	5,387,447
Net income/(expenditure) before net gains/(losses) on investments		**272,094**	**(17,288)**	**254,806**	67,590
Net gains/(losses) on investments		**695,893**	**-**	**695,893**	(76,981)
Net income/(expenditure)		**967,987**	**(17,288)**	**950,699**	(9,391)
Transfers between funds	17	**1,675,161**	**(1,675,161)**	**-**	-
Net movement in funds		**2,643,148**	**(1,692,449)**	**950,699**	(9,391)
Reconciliation of funds:					
Total funds brought forward		**29,835,279**	**1,692,449**	**31,527,728**	31,537,119
Net movement in funds		**2,643,148**	**(1,692,449)**	**950,699**	(9,391)
Total funds carried forward		**32,478,427**	**-**	**32,478,427**	31,527,728

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 25 to 41 form part of these financial statements.

FLINT HOUSE POLICE REHABILITATION
(Formerly The Police Rehabilitation Centre)

(A company limited by guarantee)
REGISTERED NUMBER: 07990432

BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	13		**19,327,481**		19,979,965
Investments	14		**6,723,169**		6,061,394
			26,050,650		26,041,359
Current assets					
Stocks		**8,656**		4,210	
Debtors	15	**1,178,289**		1,352,823	
Cash at bank and in hand		**5,549,494**		4,485,956	
		6,736,439		5,842,989	
Creditors: amounts falling due within one year	16	**(308,662)**		(356,620)	
Net current assets			**6,427,777**		5,486,369
Total net assets			**32,478,427**		31,527,728
Charity funds					
Restricted funds	17		**-**		1,692,449
Unrestricted funds	17		**32,478,427**		29,835,279
Total funds			**32,478,427**		31,527,728

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
Mr J Carter-Lang
Chair

Date:

The notes on pages 25 to 41 form part of these financial statements.

FLINT HOUSE POLICE REHABILITATION
(Formerly The Police Rehabilitation Centre)

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	20	**1,000,728**	736,826
Cash flows from investing activities			
Interest from investments		**427**	7,877
Purchase of tangible fixed assets		**(84,910)**	(1,698,035)
Drawdown and dividends from investment funds		**147,293**	5,106,308
Net cash provided by investing activities		**62,810**	**3,416,150**
Change in cash and cash equivalents in the year		**1,063,538**	**4,152,976**
Cash and cash equivalents at the beginning of the year		**4,485,956**	332,980
Cash and cash equivalents at the end of the year	21	**5,549,494**	4,485,956

The notes on pages 25 to 41 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Flint House Police Rehabilitation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the company.

Designated funds are unrestricted funds earmarked by the Trustees for a particular project; however designation does not legally restrict the expenditure to the particular project and is therefore shown within unrestricted funds in the Statement of Financial Activities.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

1.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- Voluntary income is received by way of forces contributions, third party contributions, donations and gifts and is included in full in the Statement of Financial Activities when the charitable company is entitled to the income.

- Legacies are recognised when confirmation of unconditional entitlement to the bequest is received.

- Investment income is recognised on a receivable basis.

- Tax recovered from voluntary income received under Gift Aid is recognised in the Statement of Financial Activities when the income is receivable and is allocated to the income category to which the income relates.

- Donations are assumed to be unrestricted in their application unless otherwise prescribed.

1. ACCOUNTING POLICIES (CONTINUED)

1.4 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on raising funds comprises costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charitable company's bar and certain legal fees.

- Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

- Governance costs include those costs associated with the meeting the constitutional and statutory requirements of the charitable company and include the audit fees and costs linked to the strategic management of the charitable company.

- Overhead and support costs have been allocated as a direct cost or apportioned on an appropriate basis (refer to note 9) between the charitable activities, costs of raising funds and governance costs. Once allocation and/or apportionment of overhead and support costs has been made between charitable activities, costs of raising funds and governance costs the cost attributable to charitable activities is apportioned across those activities in proportion to total spend.

1.5 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Where applicable assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Freehold buildings	- 2% Straight line
Freehold land	- Not depreciated
Plant and equipment	- 7% and 20% Straight line
Motor vehicles	- 20% Straight line
Furniture and fittings	- 10% Straight line

1.6 Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Quoted stocks and shares are included at the balance sheet date at mid-market price.

1. ACCOUNTING POLICIES (CONTINUED)

1.7 Stocks

Stocks relate to goods held for catering and for resale in the bar. They are valued at the lower of cost and net realisable value.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Taxation

Flint House Police Rehabilitation is a registered charitable company and is not liable to taxation on the surplus arising from its charitable activities.

1.13 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year were £nil (2020: £nil) was owed to the scheme at the end of the financial year.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions are charged against unrestricted funds as they are incurred.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgment:

Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessment consider issues such as the remaining life of the asset and projected disposal values.

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2021 £	**Total funds 2021 £**	Total funds 2020 £
Forces contributions	4,856,656	**4,856,656**	4,955,874
Donations and gifts	75,035	**75,035**	50,726
Total 2021	4,931,691	**4,931,691**	5,006,600
Total 2020	5,006,600	5,006,600	

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2021 £	**Total funds 2021 £**	Total funds 2020 £
Retiree payments	25,940	**25,940**	10,400
Total 2020	10,400	10,400	

5. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Third party contributions	140,102	**140,102**	165,391
Guest meals and other similar income	803	**803**	876
Bar sales	19,005	**19,005**	24,833
Lottery	101,358	**101,358**	105,054
Total 2021	261,268	**261,268**	296,154
Total 2020	296,154	296,154	

6. INVESTMENT INCOME

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from listed investments	149,133	**149,133**	134,006
Bank interest receivable	427	**427**	7,877
Total 2021	149,560	**149,560**	141,883
Total 2020	141,883	141,883	

7. RAISING FUNDS

	2021 £	2020 £
Advertising & Marketing	**13,798**	13,029
Bar Expenses & Wages	**38,994**	46,953
Lottery Expenditure & Prizes	**34,676**	29,922
Investment Management Fee	**36,704**	53,984
Support Costs	**42,442**	42,775
	166,614	186,663

In 2020 all of the raising funds costs were to unrestricted.

8. CHARITABLE ACTIVITIES

	2021 £	2020 £
Catering	**649,410**	677,108
Cleaning & Laundry	**286,582**	323,017
Premises Expenses	**278,162**	224,693
Grounds & Garden	**70,450**	84,399
Insurance	**69,711**	62,244
Physio Expenses	**979,796**	1,039,654
Repairs & Maintenance	**337,051**	501,510
Security	**202,359**	200,777
Health & Wellbeing	**529,731**	619,267
Support Costs	**806,392**	812,720
Depreciation	**737,395**	673,793
	4,947,039	5,219,182

In 2020 all of the total charitable activities costs were to unrestricted.

9. SUPPORT COSTS

	2021 £	2020 £
Administrative Salaries	**442,634**	622,030
Audit & Other Fees	**14,481**	16,579
Legal & Professional Fees	**180,692**	68,141
Minibus & Travelling	**49,180**	42,586
Administrative Expenses	**161,847**	106,159
	848,834	855,495
Allocated to Raising Funds	**(42,442)**	(42,775)
Allocated to Charitable Activities	**(806,392)**	(812,720)
	-	-

Support costs have been allocated on the basis of staff time.

Governance costs consist of audit fees of £12,915 excluding VAT (2020: £12,400).

10. AUDITOR'S REMUNERATION

	2021 £	2020 £
Fees payable to the company's auditor for the audit of the company's annual accounts excluding VAT	**12,915**	12,400
Fees payable to the company's auditor in respect of:		
All non-audit services not included above excluding VAT	**7,756**	1,416

11. STAFF COSTS AND NUMBERS

	2021 £	2020 £
Wages and salaries	**2,600,423**	2,980,691
Social security costs	**234,958**	249,986
Pension contributions	**246,810**	282,574
	3,082,191	3,513,251

During the year ended 31 December 2021 redundancy payments were nil (2020: £101,471).

11. STAFF COSTS AND NUMBERS (CONTINUED)

The average number of persons employed by the company during the year was as follows:

	2021 No.	2020 No.
Catering	**33**	33
Nursing and physiotherapy	**42**	49
Administration	**12**	15
Housekeeping, maintenance, security, grounds and other	**30**	43
	117	140

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £70,001 - £80,000	**1**	1
In the band £90,001 - £100,000	**-**	1

The employee participated in the pension scheme.

The key management personnel of the charity comprise Trustees, the CEO, General Manager, Finance Manager, Marketing Manager, HR Consultant and IT Manager. The total employee benefits of the key management personnel were £334,908 (2020: £221,612).

12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, £7,960 expenses or travel costs were reimbursed or paid directly to 6 Trustees (2020 - £nil).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

13. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Total £
COST					
At 1 January 2021	**27,594,417**	**537,329**	**34,283**	**1,618,579**	**29,784,608**
Additions	**54,491**	**30,419**	**-**	**-**	**84,910**
Disposals	**-**	**(47,392)**	**-**	**(100,491)**	**(147,883)**
Transfers between classes	**(513,605)**	**501,979**	**-**	**11,626**	**-**
At 31 December 2021	**27,135,303**	**1,022,335**	**34,283**	**1,529,714**	**29,721,635**
Depreciation					
At 1 January 2021	**8,585,588**	**414,439**	**27,428**	**777,188**	**9,804,643**
Charge for the year	**500,593**	**71,351**	**6,855**	**158,595**	**737,394**
On disposals	**-**	**(47,392)**	**-**	**(100,491)**	**(147,883)**
At 31 December 2021	**9,086,181**	**438,398**	**34,283**	**835,292**	**10,394,154**
Net book value					
At 31 December 2021	**18,049,122**	**583,937**	**-**	**694,422**	**19,327,481**
At 31 December 2020	19,008,829	122,890	6,855	841,391	19,979,965

Freehold land is not depreciated. The cost of the land included in freehold property is £2,105,843.

All of the fixed assets are held for continuing use in the provision, of Flint House's direct charitable activities.

14. FIXED ASSET INVESTMENTS

	Listed investments £	Cash balances £	Total £
Cost or valuation			
At 1 January 2021	**5,860,764**	**200,630**	**6,061,394**
Additions	**1,412,575**	**(1,412,575)**	**-**
Disposals	**(1,523,287)**	**1,523,287**	**-**
Revaluations	**695,893**	**-**	**695,893**
Income	**-**	**149,133**	**149,133**
Management fees	**-**	**(35,958)**	**(35,958)**
Transfer to current account	**-**	**(147,293)**	**(147,293)**
At 31 December 2021	**6,445,945**	**277,224**	**6,723,169**
Net book value			
At 31 December 2021	**6,445,945**	**277,224**	**6,723,169**
At 31 December 2020	5,860,764	200,630	6,061,394

Of the listed investments £3,451,298 are overseas investments.

	2021 £	2020 £
Material investments		
JP Morgan US Equity Inc K GBP	**-**	262,020
Vanguard S&P 500 ETF USD	**553,533**	592,403
Baillie Gifford American W1 Dis	**-**	319,060
	553,533	1,173,483

15. DEBTORS

	2021 £	2020 £
Due within one year		
Other debtors	**1,037,173**	1,212,385
Prepayments and accrued income	**139,692**	137,714
Tax recoverable	**1,424**	2,724
	1,178,289	1,352,823

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	**131,278**	123,247
Other creditors	**70,575**	63,557
Accruals and deferred income	**106,809**	169,816
	308,662	356,620

17. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2021 £
Unrestricted Funds						
Designated Funds						
Hardship Fund	**17,090**	**-**	**-**	**-**	**-**	**17,090**
Fixed asset Fund	**18,320,803**	**-**	**(720,107)**	**1,726,784**	**-**	**19,327,480**
Development Fund	**5,855,884**	**-**	**-**	**(69,723)**	**-**	**5,786,161**
	24,193,777	**-**	**(720,107)**	**1,657,061**	**-**	**25,130,731**
General Funds						
Unrestricted funds	**5,641,502**	**5,368,459**	**(4,376,258)**	**18,100**	**695,893**	**7,347,696**
Total Unrestricted funds	**29,835,279**	**5,368,459**	**(5,096,365)**	**1,675,161**	**695,893**	**32,478,427**
Restricted Funds						
Home Office grant	**1,527,675**	**-**	**(9,111)**	**(1,518,564)**	**-**	**-**
Cabinet Office grant	**131,487**	**-**	**(8,177)**	**(123,310)**	**-**	**-**
Flint House refurbishment	**33,187**	**-**	**-**	**(33,187)**	**-**	**-**
Other funds	**100**	**-**	**-**	**(100)**	**-**	**-**
Total Restricted Funds	**1,692,449**	**-**	**(17,288)**	**(1,675,161)**	**-**	**-**
Total of funds	**31,527,728**	**5,368,459**	**(5,113,653)**	**-**	**695,893**	**32,478,427**

17. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2020 £
Unrestricted Funds						
Designated Funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	17,272,630	-	(649,862)	1,698,035	-	18,320,803
Development Fund	7,486,884	-	-	(1,631,000)	-	5,855,884
	24,776,604	-	(649,862)	67,035	-	24,193,777
General Funds						
Unrestricted funds	5,044,135	5,455,037	(4,713,654)	(67,035)	(76,981)	5,641,502
Total Unrestricted Funds	29,820,739	5,455,037	(5,363,516)	-	(76,981)	29,835,279
Restricted Funds						
Home Office grant	1,536,786	-	(9,111)	-	-	1,527,675
Cabinet Office grant	146,307	-	(14,820)	-	-	131,487
Flint House refurbishment	33,187	-	-	-	-	33,187
Other funds	100	-	-	-	-	100
Total Restricted Funds	1,716,380	-	(23,931)	-	-	1,692,449
Total of funds	31,537,119	5,455,037	(5,387,447)	-	(76,981)	31,527,728

17. STATEMENT OF FUNDS (CONTINUED)

Designated funds are represented by the following:

Hardship Fund
The Trustees have designated a proportion of the Charity's unrestricted fund toward a hardship fund enabling those officers, who may not have the means to attend Flint House, to attend Flint House via a means tested application to the charity. This ensures the charity is in keeping with the Charity Commission's public benefit rules.

Fixed Asset Fund
Represents the unrestricted element of the fixed assets.

Development Fund
Funds allocated for future capital projects.

18. SUMMARY OF FUNDS

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2021 £
Designated funds	**24,193,777**	**-**	**(720,107)**	**1,657,061**	**-**	**25,130,731**
General funds	**5,641,502**	**5,368,459**	**(4,376,258)**	**18,100**	**695,893**	**7,347,696**
Restricted funds	**1,692,449**	**-**	**(17,288)**	**(1,675,161)**	**-**	**-**
	31,527,728	**5,368,459**	**(5,113,653)**	**-**	**695,893**	**32,478,427**

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2020 £
Designated funds	24,776,604	-	(649,862)	67,035	-	24,193,777
General funds	5,044,135	5,455,037	(4,713,654)	(67,035)	(76,981)	5,641,502
Restricted funds	1,716,380	-	(23,931)	-	-	1,692,449
	31,537,119	5,455,037	(5,387,447)	-	(76,981)	31,527,728

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Unrestricted funds 2021 £	**Total funds 2021 £**
Tangible fixed assets	19,327,481	**19,327,481**
Fixed asset investments	6,723,169	**6,723,169**
Current assets	6,736,439	**6,736,439**
Creditors due within one year	(308,662)	**(308,662)**
Total	32,478,427	**32,478,427**

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	18,287,516	1,692,449	19,979,965
Fixed asset investments	6,061,394	-	6,061,394
Current assets	5,842,989	-	5,842,989
Creditors due within one year	(356,620)	-	(356,620)
Total	29,835,279	1,692,449	31,527,728

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**950,699**	(9,391)
Adjustments for:		
Depreciation charges	**737,394**	673,793
(Gains)/losses on investments	**(695,893)**	76,981
Dividends and interest from investments	**(149,560)**	(141,833)
Decrease/(increase) in stocks	**(4,446)**	8,250
Decrease in debtors	**174,534**	767
Increase/(decrease) in creditors	**(47,958)**	74,275
Investment management fees paid by fund	**35,958**	53,984
Net cash provided by operating activities	**1,000,728**	736,826

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash in hand	**5,549,494**	4,485,956
Total cash and cash equivalents	**5,549,494**	4,485,956

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2021 £	Cash flows £	At 31 December 2021 £
Cash at bank and in hand	**4,485,956**	**1,063,538**	**5,549,494**
	4,485,956	**1,063,538**	**5,549,494**

23. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year other than those disclosed in note 12 (2020 £nil).

Flint House Police Rehabilitation

England & Wales - Charity number 1146913

Accounts

Transaction Ref. 94TS-90[illegible] 17 Aug 2021 12:21:27 BST (UTC+01:00) 1/2 P 1/39



Trustees Report and Financial Statements

For the year ended 31 December 2020

THE POLICE REHABILITATION CENTRE

(A company limited by guarantee)

OUR VISION

#HelpAndHeal

To deliver world class preventative and rehabilitative care for people in the police service.

Every year we successfully treat over **3,000** police officers. Our team of highly skilled Physiotherapy and Rehabilitation Therapists, Mental Health Practitioners and Registered Nurses, make it their mission to enable serving officers to get back to full duties.

We're here to provide the highest standard of individually planned, intensive, rehabilitation services for sick and injured police officers. It's easy to donate, and for a minimum donation of £7.37 a month officers are given access to a plethora of world class support.

We help police officers who hold the following positions: serving Police Officer (warranted officer), Special Constable, PCSO, DDO, BTP, MOD, CNC,NCA, GDP, Ports Officer, Channel Islands.

www.flinthouse.co.uk

CHARITY NUMBER: 1146913
Registered number: 07990432

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Trustees Report and Financial Statements

For the year ended 31 December 2020

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www.flinthouse.co.uk

CHARITY NUMBER: 1146913

Registered number: 07990432

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OUR VALUES





Putting people at the heart of what we do.

Providing care, support and compassion.

Acting with integrity and treating people with respect.

Striving for excellence and continous improvement.

#HelpAndHeal

www.flinthouse.co.uk
reception@policerehab.co.uk

Transaction Ref. 94TS-9UFS-UMP6 17 Aug 2021 12:11:28 BST (UTC +1) D 1/2 P 4/39

CHARITY NUMBER: 1146913

CHAIR'S FOREWORD



"Flint House is a lifeline for police officers who serve across England and Wales. It is a place where those in need can receive world class physiotherapy and mental health treatment."

Our main aim? To absolutely ensure the therapy we provide is timely, effective and allows each individual police officer to return to work fitter and healthier.

"I've been Chair for the last 18 months, and I have to say it really is an enormous privilege to be in a position where I am able to help nurture a sustainable police charity. One that, going into 2021, will maximise funding and thrive with additional enhancements to the clinical programme. All with the physical and mental requirements of modern policing in mind.

I'm also excited to announce changes to the way we offer our rehabilitation treatment. We will continue meeting people's individual needs, but in a more flexible and bespoke fashion. We want to get away from the idea that 'one size fits all' and offer highly specialised individual care.

Flint House is a world beating facility, providing support for all police officers. All we ask is, if you're a police officer, then do think about donating. Not just for you, but for your colleagues too. Without your contributions, we could no longer continue to do what we do." #HelpAndHeal

Flint House Charity Trustee Chairman
Ian Wylie

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AN UPDATE FROM OUR

CENTRE AND CLINICAL DIRECTOR



"One of our main focuses is to put ourselves more on the map. At Flint House we pride ourselves on excellent clinical care. Like all organisations in 2020, we felt the affect of Covid-19 and rose to the challenge" says Sophia Majaya.

"We adapted our services to provide virtual appointments and outreach service - a total of 2853 remote treatment sessions were performed.We also developed a YouTube channel and recorded 266 exercise videos. I'm pleased to say our flexibility was very well received!

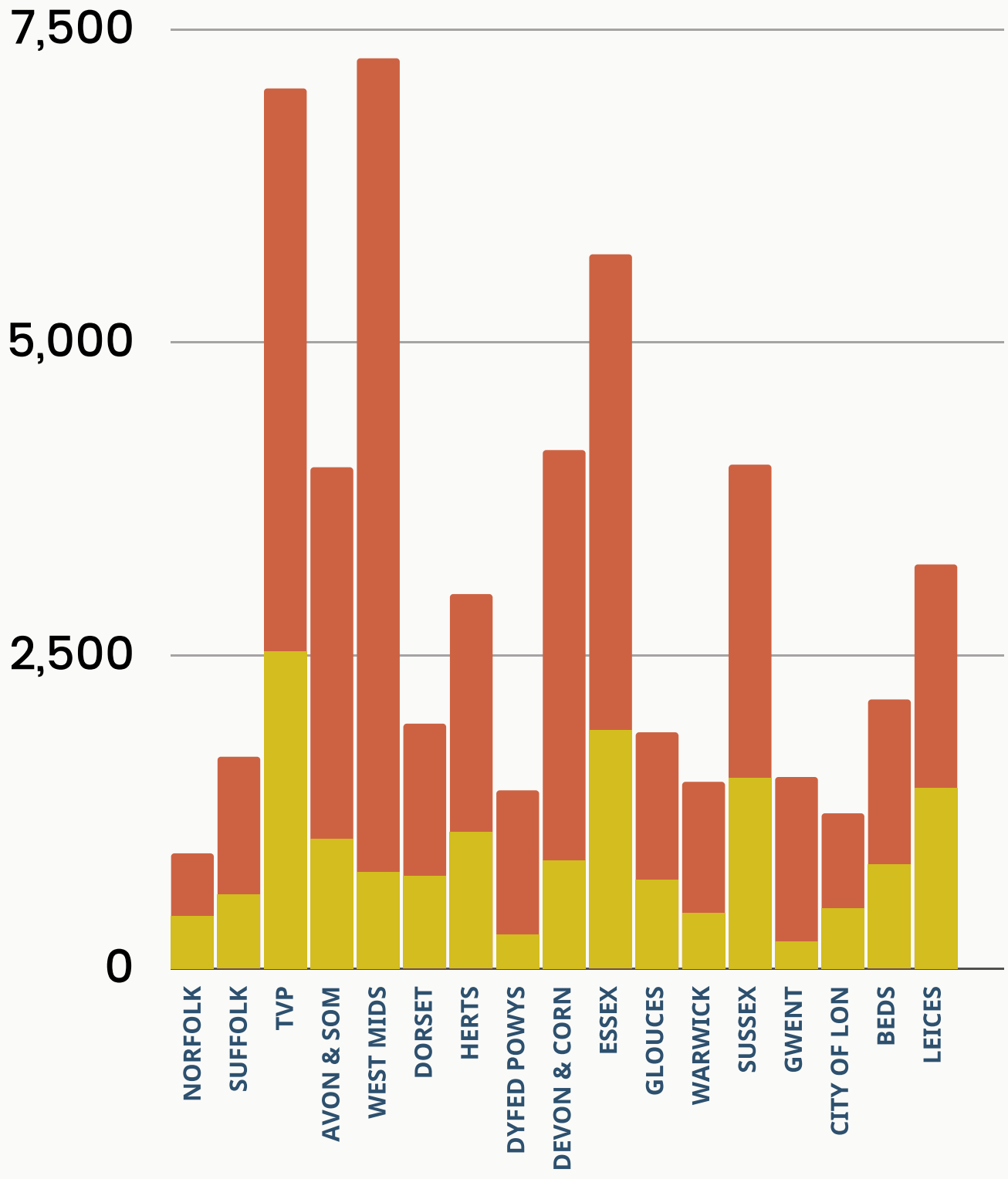
Moving forward we plan to continue in this way by providing a more flexible, accessible and bespoke service. The pandemic has certainly allowed us the opportunity to analyse our offering and embark on a strategic review of the charity. We have now formalised our plans and delivery is underway. Previously we've been known as "the police's best kept secret" - we no longer want this to be the case, instead our world class services will be known across the forces."

Flint House Centre and Clinical Director
Sophia Majaya

Transaction Ref. 94TS-9UFS-UMP6 17 Aug 2021 12:11:29 BST (UTC +1) D 1/2 P 6/39

NUMBER OF POLICE OFFICERS IN FORCE IN 2020

A SNAPSHOT OF POLICE OFFICERS SIGNED UP TO FLINT HOUSE IN 2020



Transaction Ref. 94TS-9UFS-UMP6 17 Aug 2021 12:11:29 BST (UTC +1) D 1/2 P 7/39

PHYSIOTHERAPY DEPARTMENT IN 2020

Despite a global pandemic:

Flint House carried out **3617** individual physiotherapy hands on treatment sessions to residential patients and we ran **625** rehabilitation classes to residential patients and **5246** patients attended those classes.

We renovated and opened **a new swimming and hydrotherapy pool** in October where 41 group hydrotherapy sessions were run.

265 residential patients attended 'back school'. **128** residential patients attended our 'pain talk' and **371** residential patients had an individual 1:1 gym rehab session.

525 new patients commenced virtual or combination of virtual and face-to-face rehabilitation, we performed **2853** remote treatment session. We also started an outpatient service in November where **246** treatment sessions and **58** hydro sessions were carried out.

We discharged **129** patients treated with just virtual rehab and discharged **107** patients treated with a combination of virtual and face-to-face.

Our team ran **18** live rehabilitation classes at the start of lockdown via YouTube, and then developed a YouTube channel and recorded **266** exercise videos.





Flint House Rehabilitation Manager
Ian Barron

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MENTAL HEALTH DEPARTMENT IN 2020

Throughout 2020, the Mental Health team were on site and available to respond to police officers' enquiries. The department developed and offered a flexible 'Outreach Service' for police officers requesting support.

The Mental Health team also supported physio patients, who were on site, with a wellbeing programme offering **408** sessions between Sept - Dec 2020. This included:

- **An introduction to Five Areas of Wellbeing**
- **Daily Mindfulness**
- **Sleep Class**
- **Work Stress Inventory Workshop**
- **Desert Island Life**
- **1:1 sessions on request**



"Just being able to talk out loud, and to clear my thoughts was very helpful."

Flint House Clinical Lead, Mental Health Team
Tracey Tozer

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OUR AIM FOR 2021-22



5% INCREASE IN DONATIONS

Increase Accessibility

Online Application Process

Increase Awareness

#HelpAndHeal

Refurbish Accommodation Areas

Public and Police Support via Fundraising

www.flinthouse.co.uk
reception@policerehab.co.uk

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THE POLICE REHABILITATION CENTRE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2020

Her Majesty the Queen, Patron
Cressida Dick, President

Trustees
Mr I Wylie (chair and co-opted trustee) appointed 18 May 2021 formerly the Police Superintendents' Association of England & Wales (resigned 18 May 2021). Resigned as trustee and chair on 15 July 2021.
Mr C Field, co-opted (appointed 15 December 2015)
Dr R Hamilton, co-opted (appointed 15 December 2015)
Mr Z Mader (appointed 10 March 2019)
Ms S de Reya (appointed 14 July 2020)
Mr J Carter-Lang (appointed 20 October 2020). Acting chair on 15 July 2021.
Mr C Edwards (appointed 20 October 2020)
Mr T Gaymor (appointed 20 October 2020)
Mr I Roe (appointed 20 October 2020)
Ms J Abbott, co-opted (resigned 1 June 2020)
Mr T Meyer (appointed 16 September 2019) (resigned 21 January 2020)
Mr S Bozward, Executive Committee of the Police Federation of England & Wales (resigned 14 July 2020)
Mr O Cochran, Metropolitan Police Executive Committee of the Police Federation of England & Wales (resigned 23 January 2020)
Mr D Flint, co-opted (resigned 22 September 2020)
Mr K Marsh MBE, Metropolitan Police Executive Committee of the Police Federation of England & Wales (resigned 21 January 2020)
Mr G Gilbert, Executive Committee of the Police Federation of England & Wales (resigned 22 January 2020)
Mr J Brown co-opted (appointment 14 January 2020, resigned 16 September 2020)

Company registered number
07990432

Charity registered number
1146913

Registered office
Flint House
Reading Road
Goring on Thames
Oxfordshire
RG8 0LL

Honorary Chaplin
The Rev D Axcell

Independent auditor
James Cowper Kreston
Chartered Accountants and Statutory Auditor
2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

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Bankers
Barclays Bank Plc
1 The Triangle
Tilehurst
Reading
Berkshire
RG30 4RW

Solicitors
Farrer & Co LLP
66 Lincoln's Inn Fields
London
WC2A 3LH

Investment Manager
Brewin Dolphin
8 Waterloo Place
St James'
London
SW1Y 4BE

Executive Team
Sophia Majaya - Centre and Clinical Director
Peter Finn – IT Manager
Jose Gomez – General Manager
Aspen Weatherburn – Marketing Manager
To Be Appointed – Finance Manager

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THE POLICE REHABILITATION CENTRE

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020

Trustees present their annual report together with the audited financial statements of the The Police Rehabilitation Centre (PRC) for the year 1 January 2020 to 31 December 2020. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Structure, governance and management

Governing document

The charitable company is controlled by its governing document: the Articles of Association adopted on 14 March 2012 (amended December 2015, July 2017, June 2019, 8 December 2020), and constitutes a limited company, limited by guarantee as defined by the Companies Act 2006.

Appointment of Trustees

In accordance with the Articles of Association, the Board of trustees when complete should consist of not more than twelve individuals, all of whom must be Members. There should be not less than five trustees of whom not less than two should be co-opted trustees.

Seven nominated trustees Such appointments being nominated as:-

- One nominated by the National Police Chiefs' Council
- One nominated by the Police Superintendents' Association of England & Wales
- One nominated by the interim National Board of the Police Federation of England & Wales
- Two nominated by the Metropolitan Police Executive Committee of the Police Federation of England & Wales
- Two nominated by Executive Committee of the Police Federation of England & Wales from other police forces whose officers donate to the PRC

Five co-opted trustees - appointed by a resolution of the trustees

Trustee Induction and Training

New trustees are required to spend time at the Centre on induction and meeting key employees. They are also encouraged to attend recognised Charity Governance courses.

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Organisation

The trustees manage the charitable company, with the full Board of the trustees meeting quarterly. The Board of the trustees is mainly concerned with policy matters and agrees broad strategies and areas of activity for the charitable company. The trustees also are continually mindful of their fiduciary duties and the financial strength of the charity is reviewed every meeting.

Other committees and working groups are formed on a temporary basis as and when necessary.

Responsibility for day to day management of the charitable company lies with the Centre and Clinical Director, Sophia Majaya, who has powers and responsibilities approved by the trustees.

None of the trustees receive remuneration from the charitable company.

Remuneration of key management

The salaries of key management are determined using current market rates and approved by the Board of trustees.

Vision: To deliver world class preventative and rehabilitative care for people in the police service. Supporting people to lead healthy lives, build resilient careers and enjoy retirement.

Strapline: '*Helping people in the police service to be healthier, fitter, more resilient and recover from mental and physical injury'.*

Objectives:

- To deliver excellent clinical service provision, care and treatment in order to make a difference to people's lives.
- To produce high quality packages of care for mental and physical rehabilitation and wellbeing and to facilitate both therapeutic and preventative inpatient, day case and outreach programmes of care.
- To deliver inclusive services to patients using remote technology enabling the centre to reach the greatest number of people as possible and provide a flexible therapeutic service for everyone.
- To provide a service that responds to the unique challenges experienced by people in a modern police service by demonstrating care, compassion and an understanding of the difficult role that they fulfil in contemporary society.
- To ensure the therapy provided to patients is timely, effective and treats the whole person.
- To deliver top quality accommodation that provides value for money, aids personal care and support with an atmosphere of relaxation and wellbeing, designed to meet the needs of the changing police workforce.
- To nurture a sustainable police charity that maximises funding and appropriate commercial opportunities which maintains and enhances the Flint House clinical programme.
- To create a positive and inclusive work environment in which our staff and teams thrive in order to enable them to deliver the best possible service.
- To build relationships and develop opportunities to increase collaboration and partnerships with other charities, organisations and initiatives to meet the Flint House vision.

Values and Principles

- Putting **people at the heart** of what we do
- Providing **care, support and compassion**
- Acting with **integrity** and treating people with respect
- Striving for **excellence** and continuous improvement

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Future plans and achievements

The trustees met in October 2020 to start the process of developing a new transformational five year business plan. The first stage was to review the efficiency and effectiveness of the charity's operations alongside forming a new strategy to deliver world class services. This multi-faceted plan, including a major refurbishment programme to Flint House and development of cutting edge technology was presented to the trustees in June 2021 with all major proposals being approved.

Sophia Majaya discusses the progress on patient care in our front section.

Financial review

This year the Charity reported a net surplus of £67,590 (2019: £191,732) before recognition of investment gains/losses.

The Charity's total income decreased by £835,600 to £5,455,037 (2019: £6,290,637). The Forces' donations decreased by £326,800 to £5,006,600 (2019: £5,333,400) compared to the previous year. Officers' donation set in September 2016 remains as a minimum at £7.37 per month.

Resources expended have reduced by £711,458 to £5,387,447.

The new strategic direction adopted by the trustees supports our vision of world class services, builds on our reputation, increases our income from several sources and includes an extensive refurbishment programme for Flint House.

Risk Management

The Executive team maintain a detailed risk register which assesses the severity and likelihood of all key risks. This is presented to the Board on a quarterly basis, highlighting those risks which need urgent mitigating actions.

Investment Management

The trustees have discretion as to the manner in which funds are invested. Professional advice in this regard is provided by the Charity's appointed Investment Managers.

Following a tendering process, Brewin Dolphin was appointed as the charity's new investment managers and they took over the portfolio in Feb 2020. To protect the charity funds from the turmoil caused by the Covid pandemic a significant amount of investment funds were drawn down in March 2020 and held as cash. The markets recovered well in the autumn, reducing our investment losses to £76,981 (2019 investment gain of £682,300).

Reserves policy

The trustees, being cognisant of the requirements of the Charity Commission for a reserves policy to be adopted, have determined a minimum level of reserves should be held in freely available funds (i.e. those not tied up in tangible assets or designated funds). This amount is required in order to provide income from the investments and to be available to provide working capital if required to ensure the uninterrupted running of the charitable company at current levels of occupancy, should income levels fall or unexpected maintenance costs arise.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

Statement of Trustees' responsibilities

The trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, James Cowper Kreston, has indicated its willingness to continue in office. The designated trustees will propose a motion reappointing the auditor at a meeting of the trustees.

Approved by order of the members of the board of trustees and signed on their behalf by:

Jon Carter-Lang 17 Aug 2021 12:11:23 BST (UTC +1)

.....

Mr J Carter-Lang
Acting Chair

Date: 17 August 2021

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THE POLICE REHABILITATION CENTRE
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE POLICE REHABILITATION CENTRE

Opinion

We have audited the financial statements of The Police Rehabilitation Centre (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our 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 an Auditor's report that includes our 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Farwell MA FCA DChA (Senior statutory auditor)
for and on behalf of
James Cowper Kreston
Chartered Accountants and Statutory Auditor

2 Communications Road
Greenham Business Park
Greenham
Newbury
Berkshire
RG19 6AB

Date:

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THE POLICE REHABILITATION CENTRE

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
INCOME FROM:					
Donations and legacies	3	**5,006,600**	**-**	**5,006,600**	5,333,400
Charitable activities	4	**10,400**	**-**	**10,400**	52,520
Other trading activities	5	**296,154**	**-**	**296,154**	395,339
Investments	6	**141,883**	**-**	**141,883**	509,378
TOTAL INCOME		**5,455,037**	**-**	**5,455,037**	6,290,637
EXPENDITURE ON:					
Raising funds	7	**186,663**	**-**	**186,663**	238,312
Charitable activities		**5,176,853**	**23,931**	**5,200,784**	5,860,593
TOTAL EXPENDITURE		**5,363,516**	**23,931**	**5,387,447**	6,098,905
NET INCOME/(EXPENDITURE) BEFORE NET (LOSSES)/GAINS ON INVESTMENTS		**91,521**	**(23,931)**	**67,590**	191,732
Net (losses)/gains on investments		**(76,981)**	**-**	**(76,981)**	682,300
NET INCOME/(EXPENDITURE)		**14,540**	**(23,931)**	**(9,391)**	874,032
NET MOVEMENT IN FUNDS		**14,540**	**(23,931)**	**(9,391)**	874,032
RECONCILIATION OF FUNDS:					
Total funds brought forward		**29,820,739**	**1,716,380**	**31,537,119**	30,663,087
Net movement in funds		**14,540**	**(23,931)**	**(9,391)**	874,032
TOTAL FUNDS CARRIED FORWARD		**29,835,279**	**1,692,449**	**31,527,728**	31,537,119

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 20 to 37 form part of these financial statements.

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THE POLICE REHABILITATION CENTRE

(A company limited by guarantee)
REGISTERED NUMBER: 07990432

BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note		2020 £		2019 £
FIXED ASSETS					
Tangible assets	13		**19,979,965**		18,955,723
Investments	14		**6,061,394**		11,164,711
			26,041,359		30,120,434
CURRENT ASSETS					
Stocks		**4,210**		12,460	
Debtors	15	**1,352,823**		1,353,590	
Cash at bank and in hand		**4,485,956**		332,980	
		5,842,989		1,699,030	
Creditors: amounts falling due within one year	16	**(356,620)**		(282,345)	
NET CURRENT ASSETS			**5,486,369**		1,416,685
TOTAL NET ASSETS			**31,527,728**		31,537,119
CHARITY FUNDS					
Restricted funds	17		**1,692,449**		1,716,380
Unrestricted funds	17		**29,835,279**		29,820,739
TOTAL FUNDS			**31,527,728**		31,537,119

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Jon Carter-Lang 17 Aug 2021 12:11:23 BST (UTC +1)

Mr J Carter-Lang
Acting Chair

Date: 17 August 2021

The notes on pages 20 to 37 form part of these financial statements.

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THE POLICE REHABILITATION CENTRE
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash used in operating activities	20	**736,826**	374,004
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends and interests from investments		**7,877**	1,730
Purchase of tangible fixed assets		**(1,698,035)**	(1,012,125)
Drawdown of investment funds		**5,106,308**	200,000
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES		**3,416,150**	**(810,395)**
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR		**4,152,976**	**(436,391)**
Cash and cash equivalents at the beginning of the year		**332,980**	769,371
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	21	**4,485,956**	332,980

The notes on pages 20 to 37 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Police Rehabilitation Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Going concern

The Trustees have considered the impact of the global Covid-19 pandemic on the ability of the charitable company to continue operating for the foreseeable future. This review has included considering the impact of the pandemic to the date of signing the financial statements and based on this review the trustees believe that the financial statements have been prepared appropriately on the going concern basis.

1.3 Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the company.

Designated funds are unrestricted funds earmarked by the Trustees for a particular project; however designation does not legally restrict the expenditure to the particular project and is therefore shown within unrestricted funds in the Statement of Financial Activities.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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1. ACCOUNTING POLICIES (CONTINUED)

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- Voluntary income is received by way of forces contributions, third party contributions, donations and gifts and is included in full in the Statement of Financial Activities when the charitable company is entitled to the income.

- Legacies are recognised when confirmation of unconditional entitlement to the bequest is received.

- Investment income is recognised on a receivable basis.

- Tax recovered from voluntary income received under Gift Aid is recognised in the Statement of Financial Activities when the income is receivable and is allocated to the income category to which the income relates.

- Donations are assumed to be unrestricted in their application unless otherwise prescribed.

1.5 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on raising funds comprises costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charitable company's shop and bar and certain legal fees.

- Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

- Governance costs include those costs associated with the meeting the constitutional and statutory requirements of the charitable company and include the audit fees and costs linked to the strategic management of the charitable company.

- Overhead and support costs have been allocated as a direct cost or apportioned on an appropriate basis (refer to note 9) between the charitable activities, costs of raising funds and governance costs. Once allocation and/or apportionment of overhead and support costs has been made between charitable activities, costs of raising funds and governance costs the cost attributable to charitable activities is apportioned across those activities in proportion to total spend.

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1. ACCOUNTING POLICIES (CONTINUED)

1.6 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Where applicable assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

Freehold buildings	- 2% Straight line
Freehold land	- Not depreciated
Plant and equipment	- 7% and 20% Straight line
Motor vehicles	- 20% Straight line
Furniture and fittings	- 10% Straight line

1.7 Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Quoted stocks and shares are included at the balance sheet date at mid-market price.

1.8 Stocks

Stocks relate to goods held for catering and for resale in the bar and shop. They are valued at the lower of cost and net realisable value.

1.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.11 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.12 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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1. ACCOUNTING POLICIES (CONTINUED)

1.13 Taxation

The Police Rehabilitation Centre is a registered charitable company and is not liable to taxation on the surplus arising from its charitable activities.

1.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year were £nil (2019: £29,216) was owed to the scheme at the end of the financial year.

The current scheme was introduced in 2011 and all staff in the prior pension scheme has their pension assets moved to the current scheme. The pension is a "salary sacrifice scheme" with the charitable company contributing 10% of basic salary for the first 10 years rising to 11% thereafter.

The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions are charged against unrestricted funds as they are incurred.

2. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate, The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Forces contributions	4,955,874	**4,955,874**	5,109,411
Donations and gifts	50,726	**50,726**	49,914
Legacies	-	**-**	174,075
Total 2020	5,006,600	**5,006,600**	5,333,400
Total 2019	5,333,400	5,333,400	

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Retiree payments	10,400	**10,400**	52,520
Total 2019	52,520	52,520	

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

5. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Third party contributions	165,391	**165,391**	177,033
Guest meals and other similar income	876	**876**	4,124
Bar sales	24,833	**24,833**	108,780
Lottery	105,054	**105,054**	105,402
Total 2020	296,154	**296,154**	395,339
Total 2019	395,339	395,339	

6. INVESTMENT INCOME

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from listed investments	134,006	**134,006**	507,648
Bank interest receivable	7,877	**7,877**	1,730
Total 2020	141,883	**141,883**	509,378
Total 2019	509,378	509,378	

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7. RAISING FUNDS

	2020 £	2019 £
Advertising & Marketing	**13,029**	17,349
Bar Expenses & Wages	**46,953**	83,586
Lottery Expenditure & Prizes	**29,922**	32,831
Investment Management Fee	**53,984**	69,193
Support Costs	**42,775**	35,353
	186,663	238,312

In 2019 all of the raising funds costs were to unrestricted.

8. CHARITABLE ACTIVITIES

	2020 £	2019 £
Catering	**677,108**	1,057,769
Cleaning & Laundry	**323,017**	480,849
Premises Expenses	**224,693**	290,606
Grounds & Garden	**84,399**	97,015
Insurance	**62,244**	62,547
Physio Expenses	**1,039,654**	985,208
Repairs & Maintenance	**501,510**	604,873
Security	**200,777**	239,339
Health & Wellbeing	**619,267**	559,117
Support Costs	**812,720**	671,705
Loss on disposal of fixed assets	**-**	134,425
Depreciation	**673,793**	677,140
	5,219,182	5,860,593

In 2019 all of the total charitable activities costs were to unrestricted.

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9. SUPPORT COSTS

	2020 £	2019 £
Administrative Salaries	**622,030**	482,335
Audit & Other Fees	**16,579**	16,320
Legal & Professional Fees	**68,141**	61,679
Minibus & Travelling	**42,586**	40,980
Administrative Expenses	**106,159**	105,744
	855,495	707,058
Allocated to Raising Funds	**(42,775)**	(35,353)
Allocated to Charitable Activities	**(812,720)**	(671,705)
	-	-

Support costs have been allocated on the basis of staff time.

Governance costs consist of audit fees of £12,400 (2019: £12,000).

10. AUDITOR'S REMUNERATION

	2020 £	2019 £
Fees payable to the company's auditor for the audit of the company's annual accounts (including VAT)	**14,880**	14,400
Fees payable to the company's auditor in respect of:		
All non-audit services not included above (including VAT)	**1,699**	1,920

11. STAFF COSTS AND NUMBERS

	2020 £	2019 £
Wages and salaries	**2,980,691**	2,864,605
Social security costs	**249,986**	240,930
Pension contributions	**282,574**	271,577
	3,513,251	3,377,112

During the year ended 31 December 2020 redundancy payments were made to 2 employees totalling £101,471. As the year end £101,471 was included within accruals.

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11. STAFF COSTS AND NUMBERS (CONTINUED)

The average number of persons employed by the company during the year was as follows:

	2020 No.	2019 No.
Catering	**33**	35
Nursing and physiotherapy	**49**	49
Administration	**15**	15
Housekeeping, maintenance, security, grounds and other	**43**	49
	140	148

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020 No.	2019 No.
In the band £60,001 - £70,000	**-**	1
In the band £70,001 - £80,000	**1**	1
In the band £90,001 - £100,000	**1**	-

Both employees participated in the pension scheme.

The key management personnel of the charity comprise Trustees, the CEO, Clinical Director and Administration Manager. The total employee benefits of the key management personnel were £221,612 (2019: £210,109).

12. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 December 2020, no expenses or travel costs were reimbursed or paid directly to Trustees (2019 - £680 to 2 Trustees).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

13. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Total £
COST					
At 1 January 2020	**25,943,292**	**523,965**	**34,283**	**1,585,033**	**28,086,573**
Additions	**1,651,125**	**13,364**	**-**	**33,546**	**1,698,035**
At 31 December 2020	**27,594,417**	**537,329**	**34,283**	**1,618,579**	**29,784,608**
DEPRECIATION					
At 1 January 2020	**8,113,492**	**369,243**	**20,571**	**627,544**	**9,130,850**
Charge for the year	**472,096**	**45,196**	**6,857**	**149,644**	**673,793**
At 31 December 2020	**8,585,588**	**414,439**	**27,428**	**777,188**	**9,804,643**
NET BOOK VALUE					
At 31 December 2020	**19,008,829**	**122,890**	**6,855**	**841,391**	**19,979,965**
At 31 December 2019	17,829,800	154,722	13,712	957,489	18,955,723

Freehold land is not depreciated. The cost of the land included in freehold property is £2,105,843.

All of the fixed assets are held for continuing use in the provision, of the Centre's direct charitable activities.

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14. FIXED ASSET INVESTMENTS

	Listed investments £	Cash balances £	Total £
COST OR VALUATION			
At 1 January 2020	**9,757,057**	**1,407,654**	**11,164,711**
Additions	**5,157,525**	**(5,157,525)**	**-**
Disposals	**(8,976,837)**	**8,976,837**	**-**
Income	**-**	**134,006**	**134,006**
Management fees	**-**	**(53,984)**	**(53,984)**
Revaluation	**(76,981)**	**-**	**(76,981)**
Drawdown	**-**	**(5,106,358)**	**(5,106,358)**
AT 31 DECEMBER 2020	**5,860,764**	**200,630**	**6,061,394**
NET BOOK VALUE			
AT 31 DECEMBER 2020	**5,860,764**	**200,630**	**6,061,394**
AT 31 DECEMBER 2019	9,757,057	1,407,654	11,164,711

Of the listed investments £3,171,041 are overseas investments.

	2020 £	2019 £
Material investments		
Baillie Gifford American W1 Dis	**319,060**	-
JP Morgan US Equity Inc K GBP	**262,020**	-
Vanguard S&P 500 ETF USD	**592,403**	-
Easyjet Ord GBP0.27285714	**-**	1,100,426
Carnival Plc Ord USD1.66	**-**	357,476
International Consolidated Airline Ord EUR0.50	**-**	1,312,500
Lloyds Banking Group Ord GBP0.1	**-**	1,062,500
Rolls Royce Holdings Ord GBP0.2	**-**	393,216
TUI AG Ord Reg Shs NPV	**-**	698,659
Prudential PLC Ord GBP0.05	**-**	898,830
Royal Bank of Scotland Group Plc Ord GBP1.00	**-**	1,167,257
BT Group Plc Ord GBP0.05	**-**	847,698
	1,173,483	7,838,562

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

15. DEBTORS

	2020 £	2019 £
DUE WITHIN ONE YEAR		
Trade debtors	**-**	947
Other debtors	**1,212,385**	1,269,247
Prepayments and accrued income	**137,714**	83,396
Tax recoverable	**2,724**	-
	1,352,823	1,353,590

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade creditors	**123,247**	111,979
Other creditors	**63,557**	97,033
Accruals and deferred income	**169,816**	73,333
	356,620	282,345

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

17. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2020 £
Unrestricted Funds						
Designated Funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	17,272,630	-	(649,862)	1,698,035	-	18,320,803
Development Fund	7,486,884	-	-	(1,631,000)	-	5,855,884
	24,776,604	-	(649,862)	67,035	-	24,193,777
General Funds						
Unrestricted funds	5,044,135	5,455,037	(4,713,654)	(67,035)	(76,981)	5,641,502
Total Unrestricted funds	29,820,739	5,455,037	(5,363,516)	-	(76,981)	29,835,279
Restricted Funds						
Home Office grant	1,536,786	-	(9,111)	-	-	1,527,675
Cabinet Office grant	146,307	-	(14,820)	-	-	131,487
Flint House refurbishment	33,187	-	-	-	-	33,187
Other funds	100	-	-	-	-	100
Total Restricted Funds	1,716,380	-	(23,931)	-	-	1,692,449
TOTAL OF FUNDS	31,537,119	5,455,037	(5,387,447)	-	(76,981)	31,527,728

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17. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2019 £
Unrestricted Funds						
Designated Funds						
Hardship Fund	17,090	-	-	-	-	17,090
Fixed asset Fund	17,055,085	-	(794,580)	1,012,125	-	17,272,630
Development Fund	8,111,963	-	(64,683)	(560,396)	-	7,486,884
	25,184,138	-	(859,263)	451,729	-	24,776,604
General Funds						
Unrestricted funds	3,733,665	6,290,637	(5,210,738)	(451,729)	682,300	5,044,135
Total Unrestricted Funds	28,917,803	6,290,637	(6,070,001)	-	682,300	29,820,739
Restricted Funds						
Home Office grant	1,545,897	-	(9,111)	-	-	1,536,786
Cabinet Office grant	166,100	-	(19,793)	-	-	146,307
Flint House refurbishment	33,187	-	-	-	-	33,187
Other funds	100	-	-	-	-	100
Total Restricted Funds	1,745,284	-	(28,904)	-	-	1,716,380
TOTAL OF FUNDS	30,663,087	6,290,637	(6,098,905)	-	682,300	31,537,119

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Designated funds are represented by the following:

Hardship Fund
The Trustees have designated a proportion of the Charity's unrestricted fund toward a hardship fund enabling those officers, who may not have the means to attend the centre, to attend the centre via a means tested application to the charity. This ensures the charity is in keeping with the Charity Commission's public benefit rules.

Fixed Asset Fund
Represents the unrestricted element of the fixed assets.

Development Fund
Funds allocated for future capital projects.

Restricted funds are represented by the following:

Home Office and Cabinet Office grant
Under the terms of the incoming resources under the Home Office and Cabinet Office grants, the capitalised assets shall be restricted.

Flint House refurbishment
No further action taken during 2020.

Other funds
Within other funds are restricted incoming resources of £100 for the purchase of musical equipment which is carried forward to be used against relevant expenditure in future years.

18. SUMMARY OF FUNDS

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2020 £
Designated funds	**24,776,604**	**-**	**(649,862)**	**67,035**	**-**	**24,193,777**
General funds	**5,044,135**	**5,455,037**	**(4,713,654)**	**(67,035)**	**(76,981)**	**5,641,502**
Restricted funds	**1,716,380**	**-**	**(23,931)**	**-**	**-**	**1,692,449**
	31,537,119	**5,455,037**	**(5,387,447)**	**-**	**(76,981)**	**31,527,728**

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18. SUMMARY OF FUNDS (CONTINUED)

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2019 £
Designated funds	25,184,138	-	(859,263)	451,729	-	24,776,604
General funds	3,733,665	6,290,637	(5,210,738)	(451,729)	682,300	5,044,135
Restricted funds	1,745,284	-	(28,904)	-	-	1,716,380
	30,663,087	6,290,637	(6,098,905)	-	682,300	31,537,119

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 2020 £	**Restricted funds 2020 £**	**Total funds 2020 £**
Tangible fixed assets	18,287,516	1,692,449	**19,979,965**
Fixed asset investments	6,061,394	-	**6,061,394**
Current assets	5,842,989	-	**5,842,989**
Creditors due within one year	(356,620)	-	**(356,620)**
TOTAL	29,835,279	1,692,449	**31,527,728**

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	17,272,630	1,683,093	18,955,723
Fixed asset investments	11,164,711	-	11,164,711
Current assets	1,665,743	33,287	1,699,030
Creditors due within one year	(282,345)	-	(282,345)
TOTAL	29,820,739	1,716,380	31,537,119

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20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net income/expenditure for the period (as per Statement of Financial Activities)	**(9,391)**	874,032
ADJUSTMENTS FOR:		
Depreciation charges	**673,793**	677,141
(Gains)/losses on investments	**76,981**	(682,300)
Dividends and interests from investments	**(141,833)**	(509,378)
Loss on the sale of fixed assets	**-**	146,343
Decrease in stocks	**8,250**	863
Decrease/(increase) in debtors	**767**	(245,586)
Increase in creditors	**74,275**	43,696
Investment management fees paid by fund	**53,984**	69,193
NET CASH PROVIDED BY OPERATING ACTIVITIES	**736,826**	374,004

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020 £	2019 £
Cash in hand	**4,485,956**	332,980
TOTAL CASH AND CASH EQUIVALENTS	**4,485,956**	332,980

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2020 £	Cash flows £	At 31 December 2020 £
Cash at bank and in hand	**332,980**	**4,152,976**	**4,485,956**
	332,980	**4,152,976**	**4,485,956**

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23. CAPITAL COMMITMENTS

At 31 December 2020 the company had capital commitments as follows:

	2020 £	2019 £
Contracted for but not provided in these financial statements	-	1,241,318

24. OPERATING LEASE COMMITMENTS

At 31 December 2020 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Within 1 year	-	2,626

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THE POLICE REHABILITATION CENTRE

Flint House
Reading Road
Goring-on-Thames
Oxfordshire
RG8 0LL.

Tel: 01491 874499
Website: www.flinthouse.co.uk
E-mail: enquiries@flinthouse.co.uk

Patron: H.M. The Queen
Registered Charity No. 1146913

Dear James Cowper Kreston

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 December 2020. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as Trustees as set out in the terms of your engagement letter dated 24 August 2018, under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

2. All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.

3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.

4. The financial statements are free of material misstatements, including omissions.

5. The effects of uncorrected misstatements are immaterial both individually and in total.

6. We have considered the reconciliation between the preliminary figures presented for audit and those shown by the signed financial statements and we confirm that we are in agreement with the adjustments made.

Internal control and fraud

7. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.

8. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.

9. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

Assets and liabilities

10. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets, except for those that are disclosed in the notes to the financial statements.

11. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.

12. We have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

13. The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

Loans and arrangements

14. The charitable company has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

15. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed in the financial statements.

Laws and regulations

16. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

17. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

18. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

19. We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We also confirm our plans for future action(s) required to enable the charitable company's to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charitable company's ability to continue as a going concern need to be made in the financial statements.

Grants and donations

20. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

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We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each Trustee has taken all the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully



Jon Carter-Lang 17 Aug 2021 12:11:23 BST (UTC +1)

.....

Signed on behalf of the board of Trustees

Date: 17 August 2021.....