

# TRUSTEES' REPORT AND FINANCIAL STATEMENTS 2024



[flinthouse.co.uk](https://flinthouse.co.uk)

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432







SINCE 18



# Contents

02

Who  
we are

---

13

Reference and  
administrative details

---

27

Balance  
sheet

---

03

Chair's  
foreword

---

15

Trustees'  
report

---

28

Statement of  
cash flows

---

05

CEO's  
statement

---

20

Statement of trustees'  
responsibilities

---

29

Notes to the  
financial statements

---

07

Clinical  
report

---

22

Independent auditor's  
report

---

47

Project 2040

---

10

Mental health  
programme

---

26

Statement of  
financial activities

---





**"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 McIntyre 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.

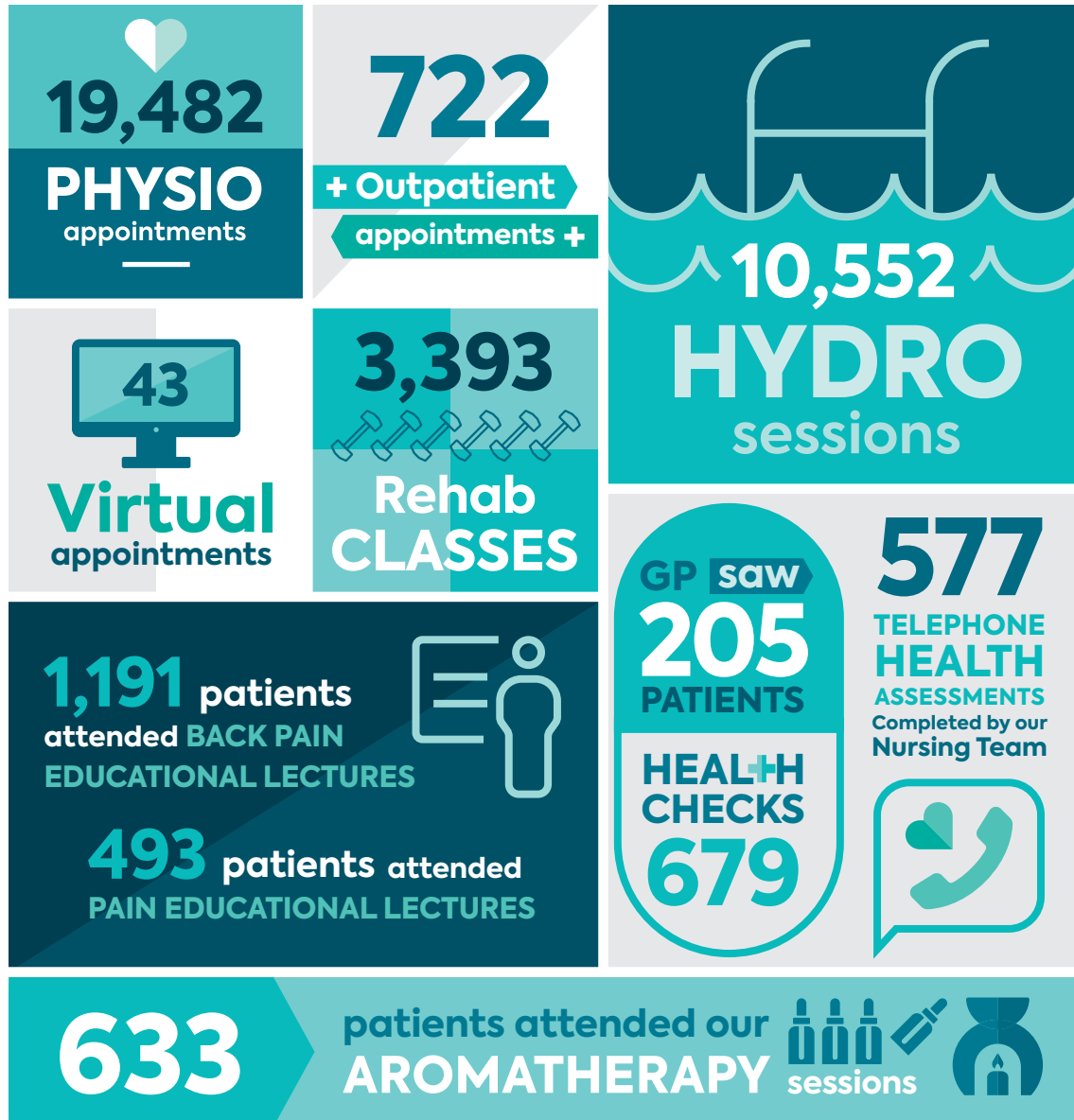
We continue to create an environment at Flint House where people can thrive together and excel in the clinical services, care and treatment we deliver, enabling us to make a difference to our patients and their families' lives.

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](http://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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>5,809,576</b>	<b>-</b>	<b>5,809,576</b>	<b>5,936,808</b>
<b>Expenditure on:</b>					
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
<b>Total expenditure</b>		<b>6,020,383</b>	<b>-</b>	<b>6,020,383</b>	<b>6,232,684</b>
<b>Net expenditure before net gains on investments</b>		<b>(210,807)</b>	<b>-</b>	<b>(210,807)</b>	<b>(295,876)</b>
Net gains on investments		485,289	-	485,289	281,610
<b>Net movement in funds</b>		<b>274,482</b>	<b>-</b>	<b>274,482</b>	<b>(14,266)</b>
<b>Reconciliation of funds:</b>					
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)
<b>Total funds carried forward</b>		<b>32,336,114</b>	<b>106,842</b>	<b>32,442,956</b>	<b>32,168,474</b>

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 £
<b>Fixed assets</b>				
Tangible assets	13		17,615,808	18,213,855
Investments	14		6,517,271	6,114,436
			<b>24,133,079</b>	<b>24,328,291</b>
<b>Current assets</b>				
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)
<b>Net current assets</b>			<b>8,309,877</b>	<b>7,840,183</b>
<b>Total assets less current liabilities</b>			<b>32,442,956</b>	<b>32,168,474</b>
<b>Total net assets</b>			<b>32,442,956</b>	<b>32,168,474</b>
<b>Charity funds</b>				
Restricted funds	17	106,842		106,842
Total restricted funds	17		<b>106,842</b>	<b>106,842</b>
Unrestricted funds	17		<b>32,336,114</b>	<b>32,061,632</b>
<b>Total funds</b>			<b>32,442,956</b>	<b>32,168,474</b>

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 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	20	369,662	414,075
<b>Cash flows from investing activities</b>			
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
<b>Net cash provided by investing activities</b>		359,536	101,677
<b>Change in cash and cash equivalents in the year</b>		729,198	515,752
Cash and cash equivalents at the beginning of the year		6,796,333	6,280,581
<b>Cash and cash equivalents at the end of the year</b>	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.

<b>Freehold buildings</b> .....	2% Straight line
<b>Freehold land</b> .....	Not depreciated
<b>Plant and equipment</b> .....	7% and 20% Straight line
<b>Motor vehicles</b> .....	20% Straight line
<b>Furniture and fittings</b> .....	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
<b>Total 2024</b>	<b>5,052,158</b>	<b>5,052,158</b>	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
<b>Total 2024</b>	<b>370,390</b>	<b>370,390</b>	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	<b>162,711</b>	157,856
Bank interest receivable	224,317	<b>224,317</b>	130,267
<b>Total 2024</b>	<b>387,028</b>	<b>387,028</b>	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	<b>19,229</b>	58,820
Bar expenses and wages	<b>105,411</b>	86,017
Lottery expenditure and prizes	<b>36,177</b>	35,142
Investment management fee	<b>34,450</b>	33,810
Support costs	<b>56,447</b>	65,872
	<b>251,714</b>	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
	<b>5,768,669</b>	<b>5,953,023</b>

## 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
	<b>1,130,537</b>	<b>1,317,445</b>
Allocated to raising funds	(56,447)	(65,872)
Allocated to charitable activities	(1,074,090)	(1,251,573)
	<b>-</b>	<b>-</b>

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
	<b>3,828,135</b>	<b>3,450,461</b>

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
	<b>111</b>	<b>113</b>

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 £
<b>Cost or valuation</b>						
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
<b>Depreciation</b>						
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
<b>Net book value</b>						
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 £
<b>Cost or valuation</b>			
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
<b>Net book value</b>			
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 £	
<b>Material investments</b>			
VANGUARD FUNDS PLC S&P 500 UCITS	534,329	68,769	
	534,329	68,769	





**15. DEBTORS**

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

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024 £	2023 £
Trade creditors	<b>77,626</b>	68,829
Other taxation and social security	<b>250</b>	-
Other creditors	<b>103,771</b>	105,217
Accruals and deferred income	<b>85,922</b>	152,980
	<b>267,569</b>	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 £
<b>Unrestricted Funds</b>						
<b>Designated funds</b>						
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
<b>General funds</b>						
Unrestricted funds	8,293,305	5,809,576	(5,273,130)	(6,407,655)	485,289	2,907,385
<b>Total Unrestricted funds</b>	32,061,632	5,809,576	(6,020,383)	-	485,289	32,336,114
<b>Restricted funds</b>						
Legacy	106,842	-	-	-	-	106,842
<b>Total of funds</b>	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 £
<b>Unrestricted Funds</b>						
<b>Designated funds</b>						
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
<b>General funds</b>						
Unrestricted funds	7,493,161	5,936,808	(5,418,274)	-	281,610	8,293,305
<b>Total Unrestricted funds</b>	32,019,940	5,936,808	(6,232,684)	55,958	281,610	32,061,632
<b>Restricted funds</b>						
Legacy	162,800	-	-	(55,958)	-	106,842
<b>Total of funds</b>	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
	<u>32,168,474</u>	<u>5,809,576</u>	<u>(6,020,383)</u>	<u>-</u>	<u>485,289</u>	<u>32,442,956</u>

### 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
	<u>32,182,740</u>	<u>5,936,808</u>	<u>(6,232,684)</u>	<u>-</u>	<u>281,610</u>	<u>32,168,474</u>





## 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)
<b>Total</b>	<b>32,336,114</b>	<b>106,842</b>	<b>32,442,956</b>

### 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)
<b>Total</b>	<b>32,061,632</b>	<b>106,842</b>	<b>32,168,474</b>



## 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)
<b>Adjustments for:</b>		
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
<b>Net cash provided by operating activities</b>	<b>369,662</b>	<b>414,075</b>

## 21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash in hand	7,525,531	6,796,333
<b>Total cash and cash equivalents</b>	<b>7,525,531</b>	<b>6,796,333</b>





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

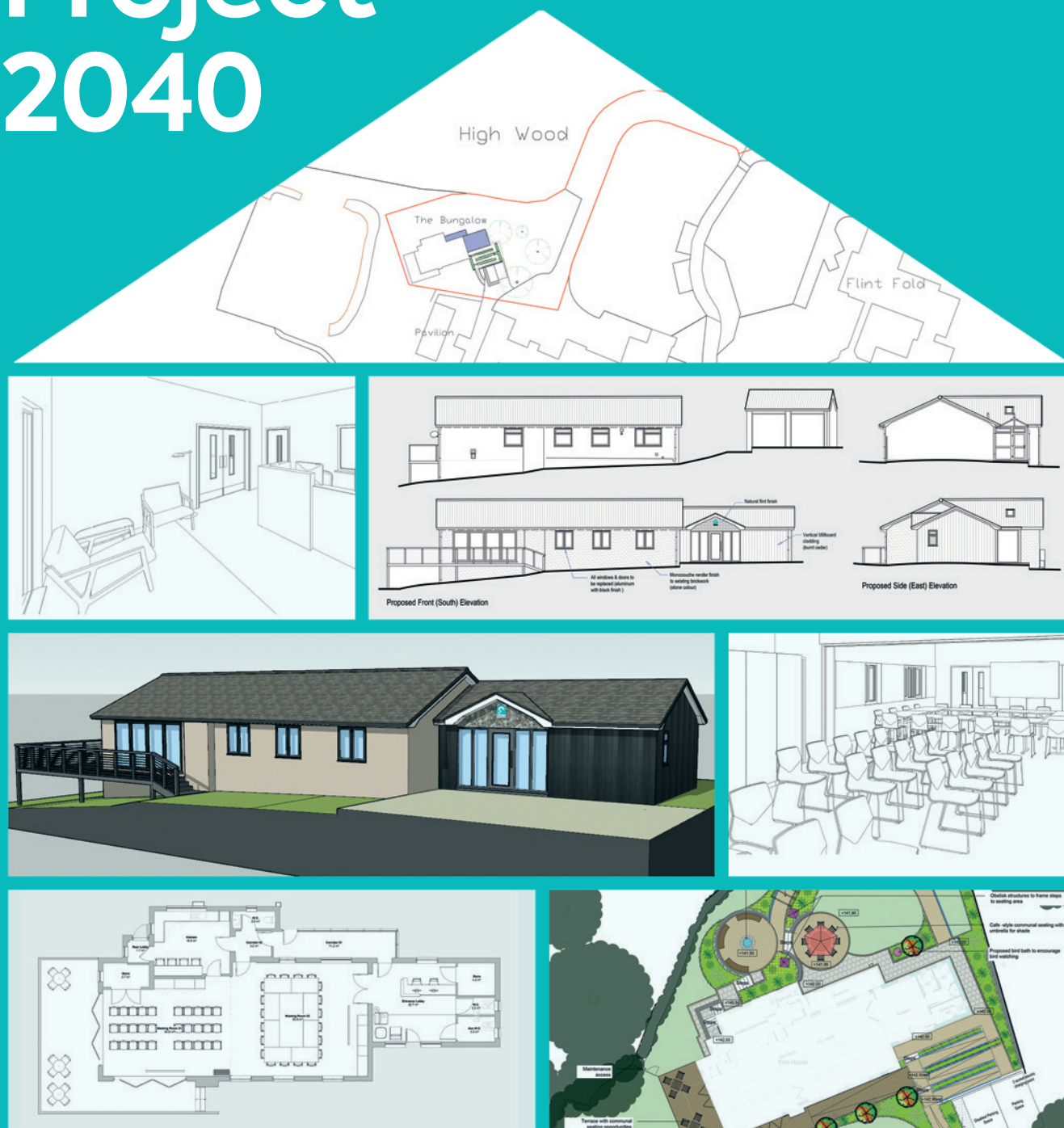
23. RELATED PARTY TRANSACTIONS

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](mailto:reception@policerehab.co.uk) | [flinthouse.co.uk](http://flinthouse.co.uk)

CHARITY NUMBER 1146913 | COMPANY NUMBER 07990432



**#Help  
AND  
Heal**  
SINCE 1890

