Registered number: 07990432
Charity number: 1146913

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

FLINT HOUSE POLICE REHABILITATION
(A company limited by guarantee)

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FLINT HOUSE POLICE REHABILITATION

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Chair's Foreword

On behalf of the Trustees, I am pleased to present the Annual Report and Accounts of Flint House Police Rehabilitation for the year ended 31 December 2025.

The Trustees remain deeply grateful for the continued support of police forces, donors, and partners. Their commitment to Flint House enables the Charity to continue delivering its vital work. We also wish to thank the Flint House team for their professionalism, dedication, and compassion.

Flint House continues to play an important role within the policing community. With a clear strategic direction and strong governance, the Trustees are confident the Charity is well placed to navigate future challenges and opportunities.

The year has been shaped by a challenging macro-economic environment. Cost of living pressures, inflationary impacts, and higher interest rates have continued to affect both our supporters and the wider charitable sector. Trustees are acutely aware that these conditions place increased pressure on donors and organisations alike, making it more challenging to sustain and grow voluntary income.

Across the charity sector, a key theme has been the need to strengthen fundraising capability and resilience, particularly in the context of evolving government policy and funding landscapes. The Board has therefore placed increased emphasis on ensuring Flint House is well positioned to adapt, with a clear focus on long-term sustainability and income diversification.

At the same time, the policing landscape continues to evolve. Changes in workforce composition and the direction of police reform present both uncertainty and opportunity. Trustees have carefully considered the implications of these developments for our beneficiary group and the traditional police forces we support.

In this context, the Board has reaffirmed its commitment to the Charity's core objectives, while recognising the need to evolve. A significant decision has been taken to extend eligibility for our services to include police staff from January 2026. This reflects the changing nature of the policing workforce and ensures that Flint House remains relevant and responding to the supporting needs of policing.

The Board itself has also seen change during the year. We extend our sincere thanks to Jon Carter-Lang for his contribution and service as a Chair. We also said goodbye to Tim Clarke, who retired as a Trustee in March 25. During 2025 we welcomed Keith Malda, Joe Lloyd, and Ewan Shinton to the Board. Allen Orchard was re-appointed for a further 4-year term in Jan 2026.

As a long-standing Trustee I was honoured to be voted in as Chair of the Board in October 2025. I hope my experience and insight will further strengthen our governance. I would like to extend my thanks to Zac Mader, for his support as Vice Chair and the rest of the Trustee Board for their ongoing contributions.

Sam de Reya
Chair of Trustees
Flint House Police Rehabilitation

FLINT HOUSE POLICE REHABILITATION

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Chief Executive's Statement

Celebrating 135 Years
The year has been one of continued demand, careful investment, and strategic progress for Flint House Police Rehabilitation. As we support those who serve in policing, we remain focused on delivering high-quality rehabilitation services while preparing the Charity for future growth and change.

Delivering Impact
During 2025, Flint House continued to provide vital rehabilitation and recovery services to serving and retired police officers. Demand for our services has remained consistently high, reflecting both the physical and psychological challenges associated with modern policing.

Our multidisciplinary approach ensures that individuals receive tailored programmes designed to restore physical capability, improve mental wellbeing, and support a safe return to duty or independent living. Outcomes and feedback from beneficiaries continue to demonstrate the significant and often life-changing impact of our work.

Expanding Our Reach
A significant milestone for the Charity has been the decision to extend eligibility for our services to include police staff, effective from January 2026. This reflects the evolving nature of the policing workforce and recognises the vital contribution made by police staff across all functions.

While this change falls outside the reporting period, considerable planning has taken place during the year to prepare for implementation. We anticipate that this expansion will increase demand further, while ensuring that our services are accessible to a broader policing family.

Responding to a Changing Landscape
The wider policing environment continues to evolve, and the anticipated programme of police reform is expected to bring both challenges and opportunities. Flint House is actively considering how these changes may impact demand, referral pathways, and partnership working.

We remain committed to maintaining close relationships with police forces and stakeholders to ensure we are well positioned to respond effectively to sector developments.

Investment in Services and Infrastructure
During the year, we have continued to invest in our facilities and services to maintain the highest standards of care. This includes improvements to clinical environments, the start of a refurbishment project, rehabilitation equipment, and ongoing work towards strengthening compliance and safety frameworks.

These investments underpin our commitment to providing a safe, modern and effective rehabilitation environment.

Strengthening Fundraising and Engagement
The new Fundraising and Engagement Strategy was approved during the first half of 2025 with the overarching aim of increasing engagement across a variety of audiences and widening the opportunities for income generation. The three core objectives agreed are to create a strong foundation for all fundraising and engagement activities, ensure the positive stewardship of all those supporting the charity and promote meaningful and insightful narratives on the impact of the charity. The strategy has driven work forward in all three areas; including, introducing a Donor Relations Management system; developing and publishing the fundraising strategy, fundraising guidance and an enhanced range of fundraising opportunities, undertaking an archive review project covering the 135 years of the charity and uncovering our impact over that period on over 175,000 cases; Alongside this re-invigorating our brand through the design and deployment of a set of new literature to engage audiences across the policing community and, boosting engagement with individuals, forces and the wider community through social media, website and policing events.

Although the strategy has been implemented at a difficult time for fundraising nationally and globally, it provides clarity of approach and clear goals that will have a sustainable and positive impact on the long term growth of the charity. The improvement in engagement across forces and within new audiences seen as we move into 2026 is testament to the importance of the work across all audiences to boost awareness and create new channels of support.

FLINT HOUSE POLICE REHABILITATION

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Financial Position
Flint House has maintained a stable financial position during the year, despite ongoing economic pressures. We continue to manage our resources carefully to ensure that we can meet current demand while planning responsibly for future expansion.

We remain extremely grateful for the generosity of our donors, partners, and supporters, whose contributions are essential to sustaining our services.

Our People
Our staff and volunteers are central to the Charity's success. Their expertise, professionalism and compassion ensure that every individual receives the highest standard of care and support.
We continue to prioritise staff wellbeing and development, recognising the importance of supporting our team in a demanding and rewarding environment.

Looking Ahead
As we move into 2026, our priorities include:
- Managing the extension of eligibility for police staff
- Embedding our fundraising and engagement strategy
- Maintaining high-quality clinical outcomes amid increasing demand
- Continuing to evidence and communicate our impact
- Continuing to monitor and respond to sector-wide reform
- Strengthening financial resilience

While the environment in which we operate is changing, our purpose remains constant: to support recovery, restore independence, and improve the lives of those within the policing community.

I would like to thank our Trustees, staff, volunteers, and supporters for their continued dedication to Flint House. Their commitment ensures that we can continue to deliver our vital services both now and in the future.

Sophia Majaya
Chief Executive Officer
Flint House Police Rehabilitation

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

Clinical Report

As we reflect on the past year, one theme remains clear: demand for our services continues to grow across the policing community. In 2025, applications for treatment at Flint House increased by 5%. Through our flexible and responsive clinical triage model, we successfully met this rising demand, supporting more than 3,600 beneficiaries throughout the year.

Our sharing of best clinical practice through our Intensive Rehabilitation Independent Services network further strengthened our relationship and shared commitment to achieving the best clinical outcomes. These strong collaborative partnerships provide invaluable peer support and professional development for our clinical teams, while enhancing specialist services such as women's health and cancer rehabilitation.

Continuous improvement underpins everything we do. Regular clinical audits throughout the year have demonstrated that our mental health and physical rehabilitation programmes are not only well received but deliver measurable impact. Our validated patient-reported outcome measures consistently exceed the Minimal Clinically Important Difference (MCID), providing robust evidence that our interventions make a meaningful difference to how our patients feel and/or function following their treatment. This outcome measurement is not a simple statistic but a demonstration of the difference our treatment can have on their real lives and wellbeing.

A review of our facilities also led to the decommissioning of our outdated emergency call system, which had become unreliable. We have invested in a modern wireless system to ensure patient safety remains paramount at all times.

Within our Health Care Team, a recent restructuring has included the introduction of two Health and Wellbeing Practitioner roles. These new positions will play a crucial role in shaping our future direction, with an increased focus on proactive and holistic wellbeing and the development of innovative programmes in this area.

This year, to align fully with the Police Covenant, where wellbeing is identified as one of three key priorities, we have been working on evolving our services beyond our established physical and mental health programmes to meet the changing demands of policing. The result of this work will be the introduction of a tailored wellbeing programme for police forces in 2026.

As we look ahead to 2026, our charity remains committed to delivering clinical excellence and providing meaningful, compassionate support to the policing family.

Ian Barron
Clinical Director
Flint House Police Rehabilitation

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2025

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 chair on 21 October 2025) (appointed 14 July 2020)
Mr J Carter-Lang, Branch Boards of the Police Federation of England & Wales Wales from other police forces contributing to the charity, resigned as chair and trustee on 31 August 2025 (appointed 20 October 2020, resigned 31 August 2025)
Mr T Clarke, Metropolitan Police Branch Board of the Federation of England & Wales (appointed 19 October 2021, resigned 1 March 2025)
Mr A Orchard, co-opted, National Association of Retired Police Officers rep (appointed 18 January 2022)
Mr J 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 Federation of England & Wales (appointed 23 April 2024)
Mr C Hobbs, Branch Boards of the Police Federation of England & Wales (appointed 18 July 2024)
Mr K Malda, Metropolitan Police Branch Board of the Federation of England & Wales (appointed 11 August 2025)
Mr E Shinton, co-opted (appointed 21 October 2025)
Mr J Lloyd, Branch Boards of the Police Federation of England & Wales from other police forces contributing to the charity (appointed 21 October 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

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

Independent auditor

James Cowper Kreston
Chartered Accountants and Statutory Auditor
The White Building
1-4 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

Brewin Dolphin
100 Bishopsgate
London
EC2N 4AG

Executive Team

Ms S Majaya, Chief Executive Officer
Mr I Lillistone, Chief Financial Officer
Mr I Barron, Clinical Director
Mrs K O'Neill, Head of HR
Mr R Millward, Head of Operations
Mr P Finn, Head of IT
Ms A Weatherburn, Head of Marketing & PR

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees present their annual report together with the audited financial statements of Flint House Police Rehabilitation (FH) for the year 1 January 2025 to 31 December 2025. 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 & 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) 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 continued excellence in service delivery remains ongoing and the positive outcomes of this are reflected in our clinical performance, demand for treatment and financial results presented for the 2025 period. Our rebranding has been completed, technology transformation ongoing and our major refurbishment program of the Flint House site is underway. As we head into the latter stages of the original 5-year strategic plan period these objectives were reconfirmed in January 2026, when the latest 5 Year Financial Plan (2026-2030) was approved by the trustees. An additional area of focus has been added to our Strategic plans: focused investment in developing our fundraising capability to generate additional income from beyond our traditional donor pool. A refreshed 5 Year strategic plan taking us to the end of the decade is under development for review by the Board in 2026.

Sam de Reya and Sophia Majaya reflect on performance in both the Chair's opening remarks and CEO's summary, and our clinical report discusses the progress on patient care and delivery of our rehabilitation service.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

Financial review

2025 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 2025 period had forecast a deficit of £674,950 in the 2025 period funded from reserves. The actual outcome as presented in these Accounts is a deficit of £240,184, which includes a non-cash depreciation charge of £617,925, and the net gains on investments of £603,038 in the period. This resilient underlying financial performance in 2025 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 ending 31 December 2025, the Charity attracted income from all sources of £5,764,722 (2024: £5,809,576). The year-on-year reduction in income was down to a combination of lower interest rates impacting investment returns, underlying reduction in the number of regular donations from serving police officers, and reduction in third party donations and legacies.

Total expenditure was £6,607,944 (2024: £6,020,383). Increases in Utility Costs and Staff Costs were the main factors in the year on year increases in the cost to operate the Charity, Utility Costs increased in year as a long-term energy supply contract expired and renewal terms were less preferential, and Staff Costs increased by £330,372 year on year due to a combination of increases in National Living Wage, Employers National Insurance rates and Annual Salary increases.

The Charity generated an operating deficit of £843,222 (2024: deficit £210,807) before recognition of investment gains/losses. During the year the Charity made a net gain on investments of £603,038.

The net assets of the Charity were £32.2m at the year end, comprising of tangible fixed assets of £17.4m and reserves of £14.8m.

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 Manager.

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.

During 2025 we reviewed the relationship with our existing Investment Managers and after a competitive tender exercise the Board approved the appointment of a new firm in November 2025 to manage our investments. Our Investment Portfolio will be migrated to our new Managers during 2026.

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, maintained the development reserve at £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 2026 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.

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 and signed on their behalf by:



.....
Zac Mader
Vice Chair
Date: 28/07/26

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2025

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:



.....

Zac Mader
Vice Chair
Date: 28/07/26

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 2025 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 2025 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 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;
- Reviewing minutes of meetings of those charged with governance;
- 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.

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

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
1-4 Cumberland Place
Southampton
SO15 2NP

Date: 10 August 2026

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	**5,045,597**	**-**	**5,045,597**	5,052,158
Other trading activities	4	**362,926**	**-**	**362,926**	370,390
Investments	5	**353,299**	**-**	**353,299**	387,028
Other income		**2,900**	**-**	**2,900**	-
Total income		**5,764,722**	**-**	**5,764,722**	5,809,576
Expenditure on:					
Raising funds		**311,310**	**-**	**311,310**	251,714
Charitable activities:	7				
Depreciation		**617,925**	**-**	**617,925**	672,650
Other charitable activities		**5,678,709**	**-**	**5,678,709**	5,096,019
Total expenditure		**6,607,944**	**-**	**6,607,944**	6,020,383
Net expenditure before net gains on investments		**(843,222)**	**-**	**(843,222)**	(210,807)
Net gains on investments		**603,038**	**-**	**603,038**	485,289
Net (expenditure)/income		**(240,184)**	**-**	**(240,184)**	274,482
Transfers between funds	16	**61,851**	**(61,851)**	**-**	-
Net movement in funds		**(178,333)**	**(61,851)**	**(240,184)**	274,482
Reconciliation of funds:					
Total funds brought forward		**32,336,114**	**106,842**	**32,442,956**	32,168,474
Net movement in funds		**(178,333)**	**(61,851)**	**(240,184)**	274,482
Total funds carried forward		**32,157,781**	**44,991**	**32,202,772**	32,442,956

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

The notes on pages 15 to 31 form part of these financial statements.

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)
REGISTERED NUMBER: 07990432

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	12		**17,362,934**		17,615,808
Investments	13		**7,085,369**		6,517,271
			24,448,303		24,133,079
Current assets					
Stocks		**19,575**		26,175	
Debtors	14	**928,235**		1,025,740	
Cash at bank and in hand		**7,286,565**		7,525,531	
		8,234,375		8,577,446	
Current liabilities					
Creditors: amounts falling due within one year	15	**(479,906)**		(267,569)	
Net current assets			**7,754,469**		8,309,877
Total assets less current liabilities			**32,202,772**		32,442,956
Total net assets			**32,202,772**		32,442,956
Charity funds					
Restricted funds:					
Restricted funds	16	**44,991**		106,842	
Total restricted funds	16		**44,991**		106,842
Unrestricted funds	16		**32,157,781**		32,336,114
Total funds			**32,202,772**		32,442,956

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:



Zac Mader
Vice Chair
Date: 28/07/26

The notes on pages 15 to 31 form part of these financial statements.

FLINT HOUSE POLICE REHABILITATION

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	19	**(213,497)**	369,662
Cash flows from investing activities			
Interest from investments		**192,658**	224,317
Proceeds from the sale of tangible fixed assets		**2,800**	-
Purchase of tangible fixed assets		**(379,921)**	(74,603)
Drawdown and dividends from investment funds		**158,994**	209,822
Net cash (used in)/provided by investing activities		**(25,469)**	**359,536**
Change in cash and cash equivalents in the year		**(238,966)**	**729,198**
Cash and cash equivalents at the beginning of the year		**7,525,531**	6,796,333
Cash and cash equivalents at the end of the year	20	**7,286,565**	7,525,531

The notes on pages 15 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

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 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

Tangible fixed 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:

1. ACCOUNTING POLICIES (CONTINUED)

1.5 Tangible fixed assets and depreciation (continued)

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

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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES (CONTINUED)

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 (2024: £34,434) 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 assessments consider issues such as the remaining life of the asset and projected disposal values.

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	5,044,433	**5,044,433**	5,034,653
Legacies	1,164	**1,164**	17,505
Total 2025	5,045,597	**5,045,597**	5,052,158
Total 2024	5,052,158	5,052,158	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

4. OTHER TRADING ACTIVITIES

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Third party contributions	103,950	**103,950**	120,323
Guest meals and other similar income	11,177	**11,177**	9,147
Bar sales	124,918	**124,918**	123,099
Lottery	100,422	**100,422**	100,027
Other fundraising	22,459	**22,459**	17,794
Total 2025	362,926	**362,926**	370,390
Total 2024	370,390	370,390	

5. INVESTMENT INCOME

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from listed investments	160,641	**160,641**	162,711
Bank interest receivable	192,658	**192,658**	224,317
Total 2025	353,299	**353,299**	387,028
Total 2024	387,028	387,028	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

6. RAISING FUNDS

	2025 £	2024 £
Advertising and marketing	**36,183**	19,229
Bar expenses and wages	**95,254**	105,411
Lottery expenditure and prizes	**37,645**	36,177
Investment management fee	**37,328**	34,450
Support costs	**104,900**	56,447
	311,310	251,714

7. CHARITABLE ACTIVITIES

	2025 £	2024 £
Catering	**886,842**	866,887
Cleaning and laundry	**459,374**	389,041
Premises expenses	**381,175**	242,071
Grounds and garden	**221,362**	129,309
Insurance	**93,761**	86,462
Physio expenses	**1,250,881**	1,111,646
Repairs and maintenance	**486,690**	390,156
Security	**285,694**	300,476
Health and wellbeing	**524,359**	505,881
Support costs	**1,073,701**	1,074,090
(Gain)/Loss on disposal of fixed assets	**14,870**	-
Depreciation	**617,925**	672,650
	6,296,634	5,768,669

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

8. SUPPORT COSTS

	2025 £	2024 £
Administrative Salaries	**826,874**	758,752
Audit & Other Fees	**24,241**	21,552
Legal & Professional Fees	**140,245**	156,702
Minibus & Travelling	**6,982**	10,846
Administrative Expenses	**180,259**	182,685
	1,178,601	1,130,537
Allocated to Raising Funds	**(104,900)**	(56,447)
Allocated to Charitable Activities	**(1,073,701)**	(1,074,090)
	-	-

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 £18,500 excluding VAT (2024: £17,960).

9. AUDITOR'S REMUNERATION

	2025 £	2024 £
Fees payable to the company's auditor for the audit of the company's annual accounts excluding VAT	**15,150**	16,230
Fees payable to the company's auditor in respect of:		
All non-audit services not included above excluding VAT	**3,350**	1,730

10. STAFF COSTS

	2025 £	2024 £
Wages and salaries	**3,393,635**	3,295,384
Social security costs	**395,041**	294,299
Contribution to defined contribution pension schemes	**369,831**	238,452
	4,158,507	3,828,135

10. STAFF COSTS (CONTINUED)

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

	2025 No.	2024 No.
Clinical Staff	**41**	36
Operations	**66**	66
Charity Service	**9**	9
	116	111

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	**-**	1
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**-**	1
In the band £90,001 - £100,000	**1**	-
In the band £100,001 - £110,000	**1**	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 £442,746 (2024: £410,080).

11. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 December 2025, £1,426 expenses or travel costs were reimbursed or paid directly to 5 Trustees (2024 - £2,604 2 trustees).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Assets under Construction £	Total £
Cost or valuation						
At 1 January 2025	**27,151,506**	**1,049,550**	**34,283**	**1,556,178**	**237,263**	**30,028,780**
Additions	**-**	**35,831**	**-**	**-**	**344,090**	**379,921**
Disposals	**-**	**(177,312)**	**-**	**(83,871)**	**-**	**(261,183)**
At 31 December 2025	**27,151,506**	**908,069**	**34,283**	**1,472,307**	**581,353**	**30,147,518**
Depreciation						
At 1 January 2025	**10,569,229**	**595,091**	**34,283**	**1,214,369**	**-**	**12,412,972**
Charge for the year	**439,072**	**66,113**	**-**	**112,740**	**-**	**617,925**
On disposals	**-**	**(168,898)**	**-**	**(77,415)**	**-**	**(246,313)**
At 31 December 2025	**11,008,301**	**492,306**	**34,283**	**1,249,694**	**-**	**12,784,584**
Net book value						
At 31 December 2025	**16,143,205**	**415,763**	**-**	**222,613**	**581,353**	**17,362,934**
At 31 December 2024	16,582,277	454,459	-	341,809	237,263	17,615,808

Freehold land is not depreciated. The cost of the land included in freehold property is £2,105,843 (2024: £2,105,843).

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

13. FIXED ASSET INVESTMENTS

	Listed investments £	Cash balances £	Total £
Cost or valuation			
At 1 January 2025	**6,460,764**	**56,507**	**6,517,271**
Additions	**1,324,516**	**(1,324,516)**	**-**
Disposals	**(1,385,472)**	**1,385,472**	**-**
Revaluations	**603,038**	**-**	**603,038**
Income	**-**	**160,641**	**160,641**
Management fees	**-**	**(36,587)**	**(36,587)**
Transfer to current account	**-**	**(158,994)**	**(158,994)**
At 31 December 2025	**7,002,846**	**82,523**	**7,085,369**
Net book value			
At 31 December 2025	**7,002,846**	**82,523**	**7,085,369**
At 31 December 2024	6,460,764	56,507	6,517,271

Of the listed investments £4,731,113 (2024: £4,446,081) are overseas investments.

	2025 £	2024 £
Material investments		
Vanguard Funds PLC S&P 500 UCITS	**533,790**	534,329
	533,790	534,329

14. DEBTORS

	2025 £	2024 £
Due within one year		
Trade debtors	**5,140**	-
Other debtors	**843,211**	947,700
Prepayments and accrued income	**79,577**	78,040
Tax recoverable	**307**	-
	928,235	1,025,740

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	**91,290**	77,626
Other taxation and social security	**-**	250
Other creditors	**84,328**	103,771
Accruals and deferred income	**304,288**	85,922
	479,906	267,569

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

16. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 January 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Unrestricted Funds						
Designated funds						
Hardship Fund	**17,090**	**-**	**-**	**-**	**-**	**17,090**
Fixed asset Fund	**17,615,808**	**-**	**(632,794)**	**379,921**	**-**	**17,362,935**
Development Fund	**8,500,000**	**-**	**(190,937)**	**190,937**	**-**	**8,500,000**
Operating Contingency Reserve	**3,295,831**	**-**	**-**	**(196,512)**	**-**	**3,099,319**
	29,428,729	**-**	**(823,731)**	**374,346**	**-**	**28,979,344**
General funds						
Unrestricted funds	**2,907,385**	**5,764,722**	**(5,784,213)**	**(312,495)**	**603,038**	**3,178,437**
Total Unrestricted funds	**32,336,114**	**5,764,722**	**(6,607,944)**	**61,851**	**603,038**	**32,157,781**
Restricted funds						
Legacy	**106,842**	**-**	**-**	**(61,851)**	**-**	**44,991**
Total of funds	**32,442,956**	**5,764,722**	**(6,607,944)**	**-**	**603,038**	**32,202,772**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

16. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 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

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.

17. SUMMARY OF FUNDS

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 January 2025 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Gains/ (Losses) £**	**Balance at 31 December 2025 £**
Designated funds	**29,428,729**	**-**	**(823,731)**	**374,346**	**-**	**28,979,344**
General funds	**2,907,385**	**5,764,722**	**(5,784,213)**	**(312,495)**	**603,038**	**3,178,437**
Restricted funds	**106,842**	**-**	**-**	**(61,851)**	**-**	**44,991**
	32,442,956	**5,764,722**	**(6,607,944)**	**-**	**603,038**	**32,202,772**

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	17,362,934	-	**17,362,934**
Fixed asset investments	7,085,369	-	**7,085,369**
Current assets	8,189,384	44,991	**8,234,375**
Creditors due within one year	(479,906)	-	**(479,906)**
Total	32,157,781	44,991	**32,202,772**

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR 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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

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

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(240,184)**	274,482
Adjustments for:		
Depreciation charges	**617,925**	672,650
Gains on investments	**(603,038)**	(485,288)
Dividends, interests and rents from investments	**(353,299)**	(387,028)
Loss/(Profit) on the sale of fixed assets	**12,070**	-
Decrease in stocks	**6,600**	1,784
Decrease in debtors	**97,505**	317,177
Increase/(decrease) in creditors	**212,337**	(59,457)
Investment manager fees	**36,587**	35,342
Net cash provided by/(used in) operating activities	**(213,497)**	369,662

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025 £	2024 £
Cash in hand	**7,286,565**	7,525,531
Total cash and cash equivalents	**7,286,565**	7,525,531

21. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2025 £	Cash flows £	At 31 December 2025 £
Cash at bank and in hand	**7,525,531**	**(238,966)**	**7,286,565**
	7,525,531	**(238,966)**	**7,286,565**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

22. CAPITAL COMMITMENTS

	2025 £	2024 £
Contracted for but not provided in these financial statements		
Acquisition of property, plant and equipment	**805,286**	-

At 31 December 2025, the charity had contractual commitments for future capital expenditure, not provided for in the financial statements, relating to Phase 1 of the charity's refurbishment programme which is expected to be completed in 2026.

23. OPERATING LEASE COMMITMENTS

At 31 December 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	**5,248**	2,251
Later than 1 year and not later than 5 years	**14,140**	9,079
	19,388	11,330

24. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year other than those disclosed in note 11 (2024 £nil).