Marillac Neurological Care Centre

Annual Report and Financial Statements

31 March 2026

Charity Registration Number 1184495

Company Limited by Guarantee
Registration Number 12085591 (England and Wales)

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Reference and administrative details of the charitable company, its trustees and advisers

Trustees	Peter Nicol Sister Kathleen Fox Barry Hawkins Dr Michael Apps Sister Mary Timmons (resigned 14 September 2026) Sean O Hare (resigned 23 June 2026) Clive Edwards Linda Newton (appointed 24 September 2025)
Company Secretary and Director of Finance	Beverley Hill
CEO	Paul Dixon
Director of Nursing	Precious Mazengera
Director of Therapies	Tess Essop
Director of Governance	Suzana Scheele De Moraes (resigned 31 August 2026)
Director of Admissions and Marketing	Lyndsay Vincent
Registered Office	Eagle Way Warley Brentwood Essex CM13 3BL
Telephone	01277 220276
Facsimile	01277 204060
Web site	www.marillac.co.uk

Reference and administrative details of the charitable company, its trustees and advisers

Company Registration Number	12085591 (England and Wales)
Charity Registration Number	1184495
Auditor	Rickard Luckin 1st Floor County House 100 New London Road Chelmsford CM2 0RG
Principal Bankers	HSBC 91 High Street Brentwood Essex CM14 4RU

The trustees present their report together with the financial statements of Marillac Neurological Care Centre (MNCC) for the year ended 31 March 2026. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 29 and comply with the charitable company's memorandum and articles of association, applicable laws and applicable Financial Reporting Standards (United Kingdom Generally Accepted Accounting Practice), including Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Constitution and background

MNCC was incorporated on 4 July 2019 and is a company limited by guarantee (Company Registration No. 12085591 (England and Wales)) and a registered charity (Charity Registration No. 1184495). The charitable company is governed by its memorandum and articles of association.

DCSVP Services was the sole member of the charitable company, and thus its parent entity. DCSVP Services is a registered charity (Charity Registration Number 1149326) and a company limited by guarantee (Company Registration Number 07638065 (England and Wales)), set up by the Daughters of Charity of St Vincent de Paul (the Daughters) to safeguard the Vincentian ethos in various projects such as Marillac Neurological Care Centre.

As of 3 March 2026, a written resolution was passed and articles of association were amended such that MNCC is now fully independent of DCSVP Services.

Objectives and aims

Marillac Neurological Care Centre, based in Brentwood, Essex, provides a fifty-two place Care Centre called The Marillac, which is registered with the Care Quality Commission (CQC) for the provision of nursing and personal care and the treatment of disease, disorder or injury.

We provide services to adults with acquired brain injury, degenerative neurological disorders and complex physical disabilities. We have three units comprising two 16 bed units and a third unit comprising 17 beds and three bungalows. All three units provide specialist nursing and rehabilitation services to clients with neuro based long term conditions including traumatic and hypoxic brain injury and chronic medical conditions such as multiple sclerosis and motor neurone disease and other neuro based conditions presenting as complex care.

Our mission

Our aim is to provide a centre of excellence for adults with neurological and complex physical disabilities and to provide care that is:

- Centred on the needs of each person
- Promotes optimum independence
- Maximises quality of life and choices
- Encourages respect for everyone

In formulating these aims, the trustees and management have given careful consideration to the Charity Commission's general guidance on public benefit.

Progress during the year

Development of facilities

Overview

MNCC's Estates Development Programme has continued to progress significantly throughout the year, reflecting the organisation's ongoing commitment to providing a safe, comfortable, and high-quality environment for residents, visitors, and staff. Investment has focused on statutory compliance, infrastructure improvements, environmental sustainability, refurbishment projects, and the enhancement of resident facilities.

Estates Development Activity

A comprehensive programme of maintenance, refurbishment, and compliance works has been undertaken across the estate during the reporting period. Statutory compliance activities included whole-site Portable Appliance Testing (PAT), emergency lighting inspections and repairs, LOLER inspections, fire alarm and fire extinguisher servicing, fire suppression system servicing, and a TM44 air conditioning inspection. Routine servicing of the site generator, boiler plant, air conditioning systems, and the Medicare Nurse Call System was also completed to ensure the continued safety and reliability of essential services.

Significant investment has been made in improving the Centre's infrastructure. Corroded and contaminated galvanised pipework was replaced with new copper pipework, while new pipework and valves were installed within the pump room. The hot water system underwent extensive chemical treatment and flushing works, and cold water storage tanks were cleaned and treated in line with water hygiene requirements. Additional improvements included the replacement of a boiler pressure switch, the installation of two new boiler pumps, and repairs and upgrades to electric entry door systems to ensure compliance with current legislation and safety standards.

The refurbishment programme has continued to enhance both resident accommodation and communal areas. More than half of the Centre's en-suite bathrooms have now been refurbished, representing substantial progress in the long-term improvement programme. Resident rooms have undergone redecoration, while communal spaces, including the gymnasium and St Catherine's Day Room, have been fully redecorated, creating brighter, more welcoming environments for residents and visitors.

External improvement works have also been completed across the estate. The fire evacuation route outside St Vincent's Unit was re-paved to improve accessibility and safety, while fascia boards and guttering adjacent to the boiler house were replaced. Grounds maintenance included tree felling and extensive pruning works to ensure the safety and appearance of the site. In addition, a flat roof replacement project has continued to progress.

The installation of solar panels has been one of the most significant capital projects undertaken during the year. Following a structural roof survey and preparatory works, the installation was successfully completed, representing an important step towards reducing energy consumption, improving sustainability, and lowering long-term operational costs. This was funded from a generous donation received in the year ended 31 March 2025 from Matchroom Boxing.

Alongside these major projects, numerous repairs and maintenance activities were undertaken to support resident care, including repairs to beds and associated equipment such as rails, motors, and airflow pumps, together with the installation of an electric shower within St Louise's Unit.

Refurbishment and Capital Investment

As reported previously, a substantial grant from the Albert Gubay Foundation has enabled the en-suite bathroom refurbishment programme which continues to progress well, with more than half of the Centre's 32 bathrooms now fully refurbished. This major programme of investment is significantly enhancing resident comfort, dignity, and the overall quality of accommodation throughout the Centre.

This generous support has made a significant contribution to the ongoing modernisation of the estate and the enhancement of facilities available to residents.

Sustainability and Infrastructure Improvements

One of the most significant achievements during the year has been the successful installation of solar panels across the site. This investment demonstrates MNCC's commitment to environmental sustainability, energy efficiency, and the reduction of long-term operational costs.

Alongside this project, extensive improvements have been made to key infrastructure systems, including water services, boiler plant, pipework, fire safety systems, emergency lighting, and access control systems. These works have ensured that the estate remains safe, compliant, and capable of supporting the increasingly complex needs of residents.

Acknowledgements and Future Priorities

MNCC wishes to express its sincere gratitude to all grant providers, benefactors, and donors whose generosity continues to support the development and maintenance of the estate. Their contributions have enabled substantial improvements to both the physical environment and the quality of life experienced by residents.

Routine maintenance, statutory compliance, and improvement works continue across the estate, ensuring that buildings, equipment, and infrastructure remain safe, reliable, and fit for purpose. Internal redecoration projects have enhanced communal areas throughout the Centre, creating brighter, more welcoming, and homely environments for residents, families, visitors, and staff.

The Board can be assured that the Estates Team remains committed to maintaining the highest possible standards across the site while continuing to identify opportunities for future development, sustainability, and service enhancement.

Development of services

Our service has had one of the most challenging years over the past decade. As noted in the previous year's accounts this year was going to challenging in many ways, some known (Employers National Insurance contributions rise) and some unknown (closure of NHS England and restructure of ICB's). The effects of the former were predicted financially and the latter was wholly unknown. During the first quarter MNCC saw the effect of the ICB restructure with a reduction in referrals that heavily impacted the resident numbers. Where an average number of referrals was 28 we received 12 over the same quarter. This left the service with 9 vacancies for a period of time. The board and SMT took the decision to act on a cost saving exercise which yielded positive results alongside a release in referrals. The team worked tirelessly to ensure that any loss incurred was minimised as much as possible.

Our services have a good reputation within the Healthcare community which has led to very high occupancy levels of 93.74% compared to the NHS occupancy of 92.6% (Nuffield Trust: https://www.nuffieldtrust.org.uk/resource/chart-of-the-week-are-a-greater-proportion-of-nhs-hospital-beds-being-occupied-this-winter). National Institute for Health and Care Excellence (NICE) suggested in 2018 a "pragmatic maximum" of 90% whilst the 2023/2024 NHS operational planning guidance recommended that bed occupancy should not exceed 92%.

In previous years MNCC has incurred a large amount of Agency costs due to Qualified nursing vacancies. The recruitment team worked well in managing to fill the majority of the Nurse vacancies resulting in minimal Agency use over the year. This benefited not only the budget sheet but enhanced the quality of care provided by our team.

The complexity of the services we provide is recognised by our commissioners as exceptionally high. At one stage, the number of individuals requiring enteral feeding within our services exceeded that of the local NHS Trust.

Our services continue to evolve in response to identified needs. All referrals are subject to detailed analysis and a comprehensive paper review. We also convene regular bed management meetings involving all relevant clinical stakeholders to ensure that the needs of referred patients are appropriately assessed and met.

In collaboration with our commissioners, we continue to deliver services that align with NHS requirements and local commissioning priorities. All feedback received is reviewed systematically and, where feasible, incorporated into service development and improvement initiatives.

Regular verbal feedback is obtained through the Director of Admissions and reported through established governance structures to the Senior Management Team and Board of Trustees.

There have been no significant changes to service provision during the reporting period, as the needs of both residents and commissioners have remained stable.

MNCC will continue to monitor the healthcare and commissioning landscape closely. Any emerging commissioning intentions, market developments, or opportunities for service enhancement will be identified and reported to the Board of Trustees for consideration.

Governance

Enhanced Audit Reporting and Oversight

Comprehensive summary reports were consistently produced and shared with Managers, providing robust analysis of audit findings, identification of emerging trends, and clear articulation of areas requiring targeted improvement and assurance. As a result, audit compliance rates have improved in various areas such as submission rates and documentation.

Strengthened Policy Governance Framework

Clinical policies were systematically monitored, with advance notifications supporting clinical teams to remain compliant with review cycles and ensuring sustained regulatory alignment.

Development of Clinical Governance Dashboard

Designed and implemented a structured dashboard for the Clinical Sub-Committee, enabling effective oversight and data-driven scrutiny of key quality and safety indicators subject to monthly audit.

Implementation of Standard Operating Procedures (SOPs)

Developed and implemented SOPs to provide clear, consistent guidance for staff, strengthening procedural compliance, improving operational consistency, and supporting safe, effective practice.

Proactive Policy Review and Practice Alignment

The team adopted a proactive approach to policy management, ensuring that improvements in practice were promptly reflected within policies, even outside of formal review timelines, supporting dynamic and responsive governance.

Promotion of Continuous Professional Development

Training opportunities were actively disseminated across departments, reinforcing a culture of continuous learning, professional growth, and clinical excellence.

Commitment to Learning, Assurance, and Regulatory Readiness

Governance team members engaged in external learning and networking activities, contributing to strengthened organisational assurance, enhanced regulatory preparedness, and the sharing of best practice.

Development of staff

We know that providing the best possible care for our residents starts with having a strong, well-supported team. Our staff are at the heart of everything we do, so we continue to invest in their development and make sure they have the skills, knowledge, and support they need to do their jobs well.

Over the past year, we've kept a strong focus on training and professional development across all departments. Our mandatory training compliance remained above 90% (Currently at 94%), with many teams exceeding this. This shows the ongoing effort across the service to stay up to date, confident, and equipped to deliver safe and effective care.

Alongside mandatory training, we also ran a wide range of on-site workshops and learning sessions. These covered areas such as Manual Handling, Basic Life Support, PEG, Tracheostomy, Fire Warden training, Diabetes Management, Continence and Stoma care, Neuro Skills, Sepsis, Dysphagia, Spinal Injury, Tissue Viability, Catheter Care, Managing Challenging Behaviour, and Wound Care.

We also supported staff to attend external conferences and specialist training events, including the National Brain Injury Association Conference, Neuroplasticity in Action, Managing Complex Tone: Spasticity and Casting, and the SFH Ethics Conference. These opportunities have helped staff bring back new ideas, share best practice, and strengthen the care we provide

To support the needs of our growing service, we welcomed just under 40 new staff members across a range of roles and departments during the year. These new colleagues have brought valuable skills, experience, and fresh perspectives, helping us maintain high standards of person-centred care.

Overall, we're continuing to build a positive learning environment where staff feel encouraged to grow, develop, and contribute. This not only supports our team but ultimately ensures our residents receive the best care and support possible.

Quality of care

MNCC has four sub-groups to the Board of Trustees - all have Trustee and SMT representation. The sub-groups are Finance, Clinical, Audit and Fundraising. Each is led by a trustee with a Senior manager present to support. The CEO attends all subgroups as an attendee.

The Audit group is currently under review within the overall structure. It is anticipated that the audit sub group will be integrated with one of the other subgroups to facilitate the sharing of the audits.

The Finance group scrutinises the monthly accounts and advises the Board of any areas of concern. The group has delegated authority as per a scheme of delegation to authorise spends.

The Clinical group scrutinises all accident and incident forms and discusses any themes. These are pertinent to the quality of care that we provide. They also review all safeguarding incidents and review the action plans of any concerns that have been identified. This ensures that we are being proactive in learning lessons and sharing areas of concern with all clinical colleagues.

Our quality of care has been subject to the same concern faced by the NHS, Independent and Charity Healthcare providers regarding the shortage of staff. One of the main areas of development this year has been the recruitment and retention of the qualified staff group. We started the year with a large number of vacancies and being supported by (regular) agency staff. At the end of the financial year we were in a position to stop recruiting qualified staff having recruited into all of our vacant positions.

Safeguarding

This year there have been zero received.

Previous years have reported 7 safeguarding alerts received by MNCC.

This is a huge improvement on the quality of our services and is supporting our view that our established team has improved on the quality and consistency of care provided by MNCC.

Inspections

MNCC has received no follow up inspection from the CQC and unfortunately retains its rating of requires improvement. There is currently no route for MNCC to request a re inspection from CQC.

Pastoral care

Sister Kathleen Page, who commenced in this role during the year, has continued to develop and strengthen the pastoral care service across MNCC. Bringing a wealth of experience, compassion, and understanding, she has provided valuable spiritual, emotional, and pastoral support to residents, families, and staff alike.

Her presence has enhanced the holistic approach to care that is central to MNCC's values, ensuring that individuals are supported not only in meeting their physical and clinical needs but also in maintaining their emotional wellbeing, dignity, and sense of purpose. Through her pastoral ministry, Sister Kathleen has fostered meaningful connections within the community, offering comfort, guidance, and support during both everyday interactions and times of challenge.

We are confident that MNCC will continue to benefit greatly from her experience, commitment, and compassionate leadership as she further develops this important aspect of our service.

The way forward

MNCC will continue to build on the significant progress made during the year across estates, services, governance, workforce development, and quality of care. The organisation remains committed to ensuring that residents, families, visitors, and staff benefit from a safe, compliant, sustainable, and high-quality environment.

Estates, Facilities and Sustainability

The Estates Development Programme will continue to prioritise statutory compliance, infrastructure resilience, and planned refurbishment works. Key priorities for the year ahead include the ongoing completion of the en-suite bathroom refurbishment programme, continuation of flat roof replacement works, and further upgrades to essential building services, including water systems, fire safety infrastructure, and access control systems.

Following the successful installation of solar panels, MNCC will continue to explore further opportunities to enhance energy efficiency and reduce long-term environmental impact. Sustainability will remain a key strategic focus, alongside the maintenance of safe, reliable, and compliant estate infrastructure.

Service Development and Operational Stability

MNCC will continue to work closely with commissioners to ensure that services remain aligned with NHS requirements and local commissioning priorities. The organisation will closely monitor changes in the wider healthcare and commissioning landscape, including the impact of NHS structural changes and regional Integrated Care Board (ICB) arrangements, to ensure responsiveness and resilience.

A continued focus will be placed on maintaining stable occupancy levels, strengthening referral pathways, and ensuring that any fluctuations in demand are managed effectively through robust bed management and financial planning processes.

Quality, Governance and Compliance

The governance framework will continue to evolve to ensure strong oversight, assurance, and continuous improvement. This includes the further development of clinical governance reporting tools, strengthened audit processes, and the continued refinement of Standard Operating Procedures to support consistency of practice across all services.

The organisation remains committed to learning from incidents, audit outcomes, and feedback, ensuring that improvements are embedded in practice and reflected in policy where appropriate. Regulatory preparedness and compliance with external standards, including CQC expectations, will remain a key priority.

Workforce and Staff Development

MNCC will continue to invest in recruitment, retention, and staff development to ensure a skilled, confident, and resilient workforce. Building on the reduction in agency reliance achieved this year, the focus will remain on sustaining permanent staffing levels and supporting career development across all professional groups.

Mandatory and specialist training programmes will continue to be delivered and expanded, ensuring staff maintain the competencies required to deliver safe, effective, and person-centred care. Opportunities for external learning and professional development will also continue to be supported.

Quality of Care and Resident Experience

Maintaining and improving the quality of care remains central to MNCC's mission. The organisation will continue to strengthen clinical oversight through its sub-group structure and ensure that safeguarding, incident management, and quality assurance processes remain robust and effective.

The absence of safeguarding alerts during the year represents a significant achievement, and MNCC will continue to focus on maintaining high standards of care, safety, and dignity for all residents. Continued emphasis will be placed on delivering personalised, complex care in line with commissioner expectations and resident need.

MNCC remains committed to continuous improvement across all areas of its work. Through sustained investment in estates, services, governance, and workforce development, the organisation is well positioned to meet future challenges while continuing to deliver high-quality, person-centred care.

Financial report for the year

A summary of the year's results can be found on page 23 of the attached financial statements.

In the year to 31 March 2026 income amounted to £7,460,600 (2025: £7,699,262). Expenditure for the year amounted to £7,513,882 (2025: £7,524,971).

Occupancy in the year remained comparatively high at 94.01%.

Reserves and financial position

The trustees and Senior Management Team of Marillac Neurological Care Centre have examined the requirement for free reserves i.e. those unrestricted funds not invested in tangible fixed assets, or otherwise committed. The trustees and Senior Management Team consider that, given the nature of the work undertaken at Marillac Neurological Care Centre, the level of free reserves should be a minimum of 2 months' recurring expenditure.

The trustees and Senior Management Team are of the opinion that this level of reserves should provide sufficient flexibility to cover temporary shortfalls in income due, for example, to falls in occupancy levels.

Total funds at 31 March 2026 amounted to £3,141,370 (2025: £3,194,652).

The tangible fixed assets fund of £1,638,623 (2025: £1,596,991) represents the net book value of Marillac Neurological Care Centre's tangible fixed assets in respect to furniture and equipment. The assets are used in the day-to-day work and would not be realisable in order to meet expenditure and future contingencies.

Restricted funds comprise monies given for specific purposes and amounted to £212,988 (2025: £365,654) at 31 March 2026.

General funds, or free reserves, at 31 March 2026 totalled £1,289,759 (2025: £1,232,007) representing 2.06 months of recurring expenditure and hence within the reserves policy of a minimum of 2 months expenditure.

The financial position of MNCC at 31 March 2026 means that the trustees of MNCC are of the view that it will have sufficient resources to enable it to remain a going concern despite the continuing challenges caused by the current macroeconomic climate.

Custodian funds

As at 31 March 2026 Marillac Neurological Care Centre held funds on behalf of residents totalling £6,177 (2025: £4,216) as Custodian Trustee. The funds are held in a bank account separate from Marillac Neurological Care Centre's own funds. The funds are not included in these financial statements and they are segregated clearly from those belonging to Marillac Neurological Care Centre itself at all times.

Trustees

The trustees constitute directors of the charitable company for the purposes of company legislation. The trustees in office at the time of approval of this report are:

Peter Nicol
Barry Hawkins
Dr Michael Apps
Clive Edwards
Sister Kathleen Fox
Linda Newton

Our recruitment of trustees is multi-faceted. We engage social media, Linkedin and indeed to name two, our own website, word of mouth and recommendation. Our induction process includes orientation to the service, policy and procedure access, meeting with key personnel and safeguarding training. Following receipt of a DBS Trustees can attend meetings on site.

Governance and organisation

A range of governance and management committees, including the Senior Management Team, Heads of Departments, and Health and Safety Committee are in place to ensure effective leadership and governance of the organisation and its activities. An Annual Development Plan summarises key development objectives for each department within Marillac Neurological Care Centre.

Marillac Neurological Care Centre has 3 units, in which 52 residents live. Residents' care is organised through an established nursing structure of qualified registered nurses, led by a unit nurse manager and co-ordinated by staff nurses. The registered nurses have appropriate training, and they are supported by a team of health care support workers and care assistants who provide personal care and attention to the residents. There is a multi-disciplinary therapy department which includes occupational therapists, speech and language therapists and physiotherapists. The clinical and therapy teams work very closely together, enhancing and striving to maintain residents' optimum potential, through coordinating a range of therapeutic activities, exercise or positioning by improving seating, coordinating speech therapy and other therapies as required. Social care is provided by lifestyle and activity coordinators who work closely with the nursing and therapy team.

Key management personnel

The trustees consider that they, together with the CEO, Director of Finance, Director of Nursing, Director of Therapies, Director of Governance and Director of Admissions and Marketing comprise the key management of the charitable company in charge of directing and controlling, running and operating the charitable company on a day-to-day basis.

The remuneration of key management personnel is set by the trustees in conjunction with a consultancy firm, having regard to industry benchmarks.

Statement of trustees' responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the Annual Report and 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 which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Risk management

In line with the requirement for the trustees to undertake a risk assessment exercise and report on the same in their annual report, the Senior Management Team has looked at the risks Marillac Neurological Care Centre currently faces and has reviewed the measures already in place, or needing to be put in place, to deal with them. We have identified five main areas where risk may occur:

- Governance and Management;
- Operational;
- Health and Safety;
- Financial;
- Environmental, Regulatory, and Reputational Factors.

Governance and Management covers the risk of Marillac Neurological Care Centre suffering from a lack of direction, management capacity and capability, risk management and governance arrangements.

Operational looks at the risk inherent in Marillac Neurological Care Centre's activities including staffing, training, relevant expertise, equipment, building suitability and poor maintenance, shortcomings in the services provided etc.

Health and Safety risks include fire, accidents, inadequately maintained equipment, security, food hygiene and substances hazardous to health.

Financial risks include those arising as a result of poor budgetary control, insufficient referrals, inability to secure appropriate charges, poor accounting, inappropriate investment policies, financial risks from the development of new services, and changes to the commissioning process with the introduction of NHS England commissioning via Clinical Commissioning Groups.

Environmental, Regulatory and Reputational Factors cover failure to comply with regulatory requirements, adverse external events, and failure to keep up with changes in legislation, changes in the way services are commissioned from us, and possible damage to Marillac Neurological Care Centre's reputation.

Having assessed the major risks to which Marillac Neurological Care Centre is exposed, the Senior Management Team believes that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by Marillac Neurological Care Centre, it has in place systems to manage those risks.

Key risks:

- There is a shortage of qualified nurses nationally and this has had implications for Marillac Neurological Care Centre. We have previously had to rely on agency staff to safely manage Marillac Neurological Care Centre. This comes with a much higher cost and has affected financial balance. We have mitigated this through a full and robust recruitment and retention strategy that has been successful as we have made appointments.
- Clinical risk management system – As hospitals seek to prevent delayed discharges, services such as Marillac Neurological Care Centre are under pressure to expand their abilities to care for more complex residents. To ensure our clinical risk management system is effective, we have the following procedures in place:
  - Incidents and complaints are reviewed by the Director of Nursing and clinical group and other members of the senior team. Learning from these is implemented.
  - Health and safety risks are reviewed by the Health and Safety Committee. Learning from these is implemented.
  - Clinical audits check compliance in key areas of risk.
  - A clinical subgroup formed by Members of the Board of Trustees and SMT including the CEO review all incidents and accidents as well as safeguarding alerts to discuss any trends and put preventative actions in place.
  - Resident and family meetings and surveys are conducted.
  - Safety alerts are actioned.
  - Reports are made to the Care Quality Commission (CQC) and Essex Safeguarding.
  - Policies and procedures are in place.
  - Mandatory training is given to staff relating to key risks. Other training is available as required in other areas.
  - A risk register is maintained, and risk assessments are completed as necessary.
  - Equipment is regularly checked, serviced and audited.
  - The Health and Safety Committee monitors and oversees implementation of health and safety policies.
- Robust governance arrangements – there is a risk that governance arrangements may not be fit for purpose to effectively run Marillac Neurological Care Centre. We mitigate this risk by having a Health and Safety Committee, monthly Heads of Departments, senior management, and Health and Safety meetings, and monthly contact between the trustees and CEO.

Fundraising policy

MNCC aims to achieve best practice in the way in which it communicates with donors and other supporters. It takes care with both the tone of its communications and the accuracy of its data to minimise the pressures on supporters. It applies best practice to protect supporters' data and never sells data, it never swaps data and ensures that communication preferences can be changed at any time.

MNCC has employed a part time fundraising and partnerships manager to lead on all fundraising activities.

MNCC undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service. During 2026, MNCC received no complaints about its fundraising activities (2025: none).

Volunteers

Marillac Neurological Care Centre believes in enhancing the lives of our residents. In order to provide as much enhancement as possible we make use of volunteers for various activities.

Employees

Marillac Neurological Care Centre strives to be an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Our thanks

We express our thanks:

- To our residents who give us the privilege of caring for them in their time of need.
- To the staff whose kindness and commitment is evident in the care they provide.

The trustees' report, which constitutes a directors' report for the purposes of company legislation, has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by:

Peter Nicol :.....

Trustee

Date of approval :.....20/10/26

Independent auditor's report to the trustees of Marillac Neurological Care Centre.

Opinion

We have audited the financial statements of Marillac Neurological Care Centre (the 'charitable company') for the year ended 31 March 2026 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, 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 March 2026 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 UK, including the FRC'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 entity'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.

Opinions 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, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the 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.

We have nothing to report in respect of the following matters in relation to which the 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14 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.

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

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our: general commercial and sector experience; through verbal and written communications with those charged with governance and other management; through communications with legal counsel, and via inspection of the charitable company's regulatory and legal correspondence.

We discussed with those charged with governance and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations to our team and remained alert to any indicators of non-compliance throughout the audit, we also specifically considered where and how fraud may occur within the charitable company.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the charitable company is subject to laws and regulations that directly affect the financial statements, including: the charitable company's constitution; relevant financial reporting standards; company law; the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (effective from 1 January 2019); and we assess the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly the charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on the amounts or disclosures in the financial statements, for instance through the imposition of fines and penalties, or through losses arising from litigations. We identified the following areas as those most likely to have such an affect: legislation directly applicable to charities sector such as the Charities

Act 2011 and the regulatory requirements of the Charity Commission; operating licences regarding care; employment legislation; health and safety legislation; tax legislation; data protection regulations; anti-bribery and corruption legislation; and the Care Quality Commission.

International Auditing Standards (UK) limit the required procedures to identify non-compliance with these laws and regulations to the procedures, and no procedures over and above those already noted are required. These limited procedures did not identify any actual or suspected non-compliance which laws and regulations that could have a material impact on the financial statements.

In relation to fraud, we performed the following specific procedures in addition to those already noted:

- Challenging assumptions made by management in its significant accounting estimates in particular, depreciation;
- Identifying and testing journal entries, in particular any entries posted with unusual nominal ledger account combinations, journal entries posted by senior management, journal entries crediting cash or any revenue account and large year end journals.
- Performing analytical procedures to identify unexpected movements in account balances which may be indicative of fraud;
- Ensuring that testing undertaken on both the Statement of Financial Activity (SoFA) and the Balance Sheet includes a number of items selected on a random basis;

These procedures did not identify any actual or suspected fraudulent irregularity that could have a material impact on the financial statements.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with International Auditing Standards UK). For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the procedures that we are required to undertake would identify it. In addition, as with any audit, there remains a high risk of non-detection of irregularities, as these might involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal controls. We are not responsible for preventing non-compliance with laws and regulations or fraud, and cannot be expected to detect non-compliance with all laws and regulations or every incidence of fraud..

A further description of our responsibilities is located on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report. [5]

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.[3]

Richard Luckin Limited

Janine Mansfield (Senior Statutory Auditor)

For and on behalf of Rickard Luckin, Statutory Auditor

1st Floor
County House
100 New London Road
Chelmsford
Essex
CM2 0RG

Date: 23 october 2026

Statement of financial activities (including income and expenditure account) Year ended 31 March 2026

	Notes	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
Income from:							
Donations and Legacies	1	**30,858**	**3,130**	**33,988**	49,730	418,945	468,675
Interest receivable		**22,878**	**-**	**22,878**	23,707	—	23,707
Charitable activities							
. Fees and related charges		**7,153,232**	**-**	**7,153,232**	6,951,704	—	6,951,704
Other sources	2	**250,502**	**-**	**250,502**	255,176	—	255,176
Total income		7,457,470	3,130	7,460,600	7,280,317	418,945	7,699,262
Expenditure on:							
Charitable activities							
. Nursing care and related services	3	**7,511,306**	**2,576**	**7,513,882**	7,522,487	2,484	7,524,971
Total expenditure		7,511,306	2,576	7.513,882	7,522,487	2,484	7,524,971
Net income and net movement in funds	6	**(53,836)**	**554**	**(53,282)**	(242,170)	414,461	174,291
Transfer between funds		**153,220**	**(153,220)**	-	73,722	(73,722)	—
Reconciliation of funds:							
Balances brought forward at 1 April 2025		2,828,998	365,654	3,194,652	2,997,446	22,915	3,020,361
Balances carried forward at 31 March 2026		**2,928,382**	**212,988**	**3,141,370**	2,828,998	365,654	3,194,652

All activities derived from continuing operations.

All recognised gains and losses are included in the above statement of financial activities.

Balance sheet 31 March 2026

	Notes	2026 £	2026 £	2025 £	2025 £
Fixed assets					
Tangible assets	9		**1,638,623**		1,596,991
Current assets					
Debtors	10	**539,260**		524,608	
Cash at bank and in hand		**1,408,151**		1,433,061	
		1,947,411		1,957,669	
Creditors: amounts falling due within one year	11	**(444,664)**		(360,008)	
Net current assets			**1,502,747**		1,597,661
Total net assets			**3,141,370**		3,194,652
Represented by:					
Funds					
Restricted funds	12		**212,988**		365,654
Unrestricted funds					
. Tangible fixed assets fund	13	**1,638,623**		1,596,991	
. General fund		**1,289,759**		1,232,007	
			2,928,382		2,828,998
			3,141,370		3,194,652

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees and signed on their behalf by:

Peter Nicol :.....

Trustee

Date of approval:: 20.10.26

Registered Company Number: 12085591 (England and Wales)

Statement of cash flows Year ended 31 March 2026

	Notes	2026 £	2025 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	**208,785**	632,426
Cash flows from investing activities:			
Interest received		**22,878**	23,707
Purchase of tangible fixed assets		**(256,573)**	(317,747)
Net cash used in investing activities		**(233,695)**	(294,040)
Change in cash and cash equivalents in the year		**(24,910)**	338,386
Cash and cash equivalents at 1 April 2025	B	1,433,061	1,094,675
Cash and cash equivalents at 31 March 2026	B	**1,408,151**	1,433,061

Notes to the statement of cash flows for the year to 31 March 2026.

A Reconciliation of net movement in funds to net cash (used in) provided by operating activities

	2026 £	2025 £
Net movement in funds (as per the statement of financial activities)	**(53,282)**	174,291
Adjustments for:		
Depreciation charge	**214,941**	193,417
Interest receivable	**(22,878)**	(23,707)
Decrease/(Increase) in debtors	**(14,652)**	291,258
Increase/(decrease) in creditors	**84,656**	(2,833)
Net cash (used in) provided by operating activities	**208,785**	632,426

B Analysis of cash and cash equivalents

	2026 £	2025 £
Total cash and cash equivalents: Cash at bank and in hand	**1,408,151**	1,433,061

C Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash	1,433,061	(24,910)	**1,408,151**
Total	1,433,061	(24,910)	**1,408,151**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements of Marillac Neurological Care Centre are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2026 with comparative information provided in respect to the year to 31 March 2025.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Marillac Neurological Care Centre is a private company limited by guarantee, incorporated in England and Wales. Its registered office address is Eagle Way, Warley, Brentwood, Essex, CM13 3BL. Marillac Neurological Care Centre, based in Brentwood, Essex, provides a fifty-two place Care Centre called The Marillac, which is registered with the Care Quality Commission (CQC) for the provision of nursing and personal care and the treatment of disease, disorder or injury.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The main judgements and estimates applied in these financial statements relate to the estimation of the useful economic life of tangible fixed assets for the purpose of determining an annual depreciation charge and the assessment of any bad or doubtful debts.

The trustees have also estimated future income and expenditure flows for the purpose of assessing going concern (see below).

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. Whilst accepting that there will be challenges ahead, the trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Marillac Neurological Care Centre to continue as a going concern. The trustees are of the opinion that Marillac Neurological Care Centre will have sufficient resources to meet its liabilities as they fall due for at least the next twelve months.

Income recognition

Income is recognised in the period in which Marillac Neurological Care Centre is entitled to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Income comprises donations and legacies, interest receivable, fees and charges for nursing care and other income including DCSVP cross charges, cafeteria income and income from other sources.

Donations and grants are recognised when Marillac Neurological Care Centre has confirmation of both the amount and settlement date. In the event of donations or grants pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation or grant is subject to conditions that require a level of performance before Marillac Neurological Care Centre is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of Marillac Neurological Care Centre and it is probable that those conditions will be fulfilled in the reporting period.

In accordance with the Charities SORP FRS 102 volunteer time is not recognised.

Legacies are included in the statement of financial activities when Marillac Neurological Care Centre is entitled to the legacy, the executors have established that there are sufficient surplus assets in estate to pay the legacy, and any conditions attached to the legacy are within the control of Marillac Neurological Care Centre.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably. This is normally upon notification of the interest paid or payable by the bank.

Income from care fees and related charges is recognised to the extent that it is probable that the economic benefits will flow to the charity and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding discounts, rebates and value added tax from the date on which the charity is entitled to receipt.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing Marillac Neurological Care Centre to make a payment 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.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs. All expenses, including support costs, are allocated or apportioned to the applicable expenditure headings. All expenditure relates to the cost of charitable activities i.e. the provision of nursing care and related services.

Support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Centre it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of Marillac Neurological Care Centre (including audit costs) and costs in respect to its compliance with regulation and good practice.

Redundancy Payments

Redundancy costs are recognised when the charity is demonstrably committed to a redundancy programme and has a legal or constructive obligation to make termination payments. The costs are recognised in the Statement of Financial Activities in the period in which the obligation arises and are measured at the amount expected to be paid in settlement of the obligation.

Tangible fixed assets

All assets costing in excess of £1,000 and with an expected useful life exceeding one year are capitalised in these financial statements.

- Building improvements
  Building improvements representing improvements made to the buildings occupied by the Centre are depreciated on a straight line basis at 10% per annum, with the exception of new roofing that has a guaranteed 20 year life span and improvements made to the electrical infrastructure of the building which has been assumed to have a 20 year life span and are depreciated over 20 years accordingly.

- Furniture and equipment
  Expenditure on the purchase and replacement of furniture and equipment is depreciated over a five year period on a straight line basis in order to write each asset off over its estimated useful life.

- Motor vehicles
  Motor vehicles are capitalised and depreciated over a four year period on a straight line basis, in order to write off the cost of each vehicle over its estimated useful life.

Debtors
Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand
Cash at bank and in hand represents such financial statements and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions
Creditors and provisions 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. Creditors and provisions are recognised at the amount Marillac Neurological Care Centre anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure
Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions.

The tangible fixed assets fund comprises the net book value of the Marillac Neurological Care Centre's tangible fixed assets. The existence of the assets is fundamental to the Centre being able to perform its charitable work and thereby achieve its charitable objectives. The value represented by such assets should not be regarded as realisable.

The general fund comprises those monies which are freely available for application towards achieving the charitable objectives of Marillac Neurological Care Centre and which may be applied at the discretion of the CEO and in consultation with the trustees.

Leased assets
Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Lease arrangements that transfer substantially all the risks and rewards of ownership to the lessee are treated as finance leases. Assets held under finance leases are capitalised within tangible fixed assets and depreciated over the shorter of the lease term and useful life of the asset. A liability is recognised for the present value of the minimum lease payments within current and long term liabilities as appropriate. Rental payments are apportioned between capital and interest expense.

Pension contributions
Contributions in respect of the defined contribution pension scheme operated by Marillac Neurological Care Centre are charged to the statement of financial activities when they are payable to the scheme. Contributions are restricted to the contributions disclosed in note 7. There were no outstanding contributions at the year end. Marillac Neurological Care Centre has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Upcoming FRS102 changes
Following the FRC's periodic review, the FRC have issued a revised FRS102 (September 2024) effective for periods commencing on or after 1 January 2026. The first period the charitable company will adopt the revised standard is the year ending 31 March 2027.

The revised standard is expected to have a material impact on the charitable company's financial statements. The trustees are still in the process of identifying the full impact of these changes. Set out below are the expected changes:

- Operating leases committed to with a total remaining liability of £2,256,122 as at 31 March 2026 will be brought onto the balance sheet as a right of use asset to be included within creditors as at 1 April 2027. There will be no restatement of the results and financial position of the charitable company for the year ended 31 March 2025 or 31 March 2026 as a result of this change.

1 Income from: Donations and Legacies

	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
Legacies	-	-	-	10,985	—	10,985
Other donations and grants	30,858	3,130	33,988	38,745	418,945	457,690
	30,858	3,130	33,988	49,730	418,945	468,675

2 Income from: Other sources

	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
DCSVP cross charges (note 18)	165,346	-	165,346	159,600	—	159,600
Cafeteria income	30,013	-	30,013	32,124	—	32,124
Miscellaneous income	55,143	-	55,143	63,452	—	63,452
	250,502	-	250,502	255,176	—	255,176

3 Expenditure on: Nursing care and related services

	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
Staff costs (note 7)	5,744,320	-	5,744,320	5,764,844	—	5,764,844
Premises	1,015,468	2,316	1,017,784	985,353	1,899	987,252
Provisions	164,306	-	164,306	165,170	—	165,170
Patient welfare	225,073	260	225,333	219,999	31	220,030
Other expenses	185,852	-	185,852	261,200	554	261,754
Support costs (note 4)	176,287	-	176,287	125,921	—	125,921
	7,511,306	2,576	7,513,882	7,522,487	2,484	7,524,971

4 Support costs

	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
Staff costs (note 7)	22,972	-	22,972	24,734	—	24,734
Central administration	41,729	-	41,729	43,657	—	43,657
Bank charges	187	-	187	864	—	864
Legal and professional fees	93,698	-	93,698	41,584	—	41,584
Governance costs (note 5)	17,700	-	17,700	15,082	—	15,082
	176,287	-	176,287	125,921	—	125,921

5 Governance costs

	Un-restricted funds £	Restricted funds £	Total funds 2026 £	Un-restricted funds £	Restricted funds £	Total funds 2025 £
Auditor's remuneration	**17,700**	**-**	**17,700**	15,082	—	15,082

6 Net income and net movement in funds

This is stated after charging:

	Total funds 2026 £	Total funds 2025 £
Staff costs (note 7)	**5,767,292**	5,789,578
Auditor's remuneration – inclusive of VAT		
. Statutory audit fees	**15,240**	13,980
. Tax advisory services fees	**2,460**	1,102
Depreciation	**214,941**	193,417
Operating lease rentals		
Equipment and motor vehicles	**93,880**	77,420
Rental charge for land and buildings	**86,941**	83,920

7 Staff costs and trustees' remuneration

	2026 £	2025 £
Staff costs during the year were as follows:		
Wages and salaries	**4,811,020**	4,649,560
Redundancy costs	**11,447**	
Social security costs	**586,871**	428,261
Other pension costs	**182,107**	169,384
	5,591,445	5,247,205
Agency costs	**175,847**	542,373
	5,767,292	5,789,578
Staff costs per function were as follows:		
Nursing care and related services	**5,744,320**	5,764,844
Support services	**22,972**	24,734
	5,767,292	5,789,578

The average number of employees based on head count, analysed by function, was:

	2026 No.	2025 No.
Nursing and care staff	**162**	164
Administration functions	**20**	21
	182	185

7 Staff costs and trustees' remuneration (continued)

The number of employees based on full time equivalents, analysed by function, was:

	2026 No.	2025 No.
Nursing and care staff	**121**	119
Administration functions	**14**	15
	135	134

The number of employees who received remuneration in excess of £60,000 during the year were as follows:

	2026 No.	2025 No.
£60,001 - £70,000	**3**	6
£80,001 - £90,000	**1**	1
£90,001 - £100,000	**1**	1
£130,001 - £140,000	**-**	1
£140,001 - £150,000	**1**	—

The key management personnel of Marillac Neurological Care Centre in charge of directing and controlling, running and operating the service on a day-to-day basis comprise the trustees and the Senior Management Team. The total remuneration (including taxable benefits and employer's pension contributions) of the key management personnel for the year was £632,591 (2025: £605,983).

None of the trustees of the charity received any remuneration from Marillac Neurological Care Centre in respect of their services as trustees during the year (2025: £nil). No expenses were reimbursed to the trustees during the year (2025: none).

8 Taxation

Marillac Neurological Care Centre is a registered charity, and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

9 Tangible fixed assets

	Building improvements £	Furniture and equipment £	Motor vehicles £	Total £
Cost or valuation				
At 1 April 2025	1,938,003	276,177	9,349	**2,223,529**
Additions	166,293	90,280	-	**256,573**
Disposals and eliminations	-	(63,480)	-	**(63,480)**
At 31 March 2026	2,104,296	302,977	9,349	**2,416,622**
Depreciation				
At 1 April 2025	476,955	140,235	9,348	**626,538**
Charge for the year	156,959	57,982	-	**214,941**
On disposals and eliminations	-	(63,480)	-	**(63,480)**
At March 2026	633,914	134,737	9,348	**777,999**
Net book values				
At 31 March 2026	**1,470,382**	**168,240**	**1**	**1,638,623**
At 31 March 2025	1,461,048	135,942	1	1,596,991

The freehold land and buildings occupied by Marillac Neurological Care Centre are owned by the Daughters of Charity of St Vincent de Paul Charitable Trust to which rent is paid.

Therefore, no value has been included in these financial statements in respect to the freehold.

Building improvements and other tangible fixed assets are stated at cost.

10 Debtors

	2026 £	2025 £
Fees and charges	**433,660**	468,483
Prepayments and accrued income	**105,600**	56,125
	539,260	524,608

11 Creditors: amounts falling due within one year

	2026 £	2025 £
Expense creditors	**238,127**	175,356
Social security and other taxes	**109,770**	106,891
Accruals	**60,444**	51,507
Fees in advance	**34,440**	22,400
Other creditors	**1,883**	3,854
	444,664	360,008

12 Restricted funds

The funds of Marillac Neurological Care Centre include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	At 1 April 2025 £	Income £	Expenditure £	Transfers £	At 31 March 2026 £
Capital Funds					
Bathroom Refurbish fund	238,226	—	—	(46,420)	191,806
Solar Panels fund	105,006	—	—	(105,006)	—
Rehabilitation Kitchen fund	8,000	—	—	—	8,000
Income Funds					
St Louise's Unit fund	79	—	(79)	—	—
Catherine Nicol award fund	3,000	—	—	—	3,000
Hardship fund	679	30	(181)	—	528
Mandy Sheridan fund	2,401	240	—	—	2,641
Hanging baskets fund	3,988	—	(1,250)	—	2,738
Resident activities fund	4,275	—	—	—	4,275
Other miscellaneous funds	—	2,860	(1,066)	(1,794)	—
	365,654	3,130	(2,576)	(153,220)	212,988

	At 1 April 2024 £	*Income £*	*Expenditure £*	*Transfers £*	*At 31 March 2025 £*
Capital Funds					
Bathroom Refurbish fund	—	*280,454*	—	*(42,228)*	*238,226*
Solar Panels fund	—	*135,000*	—	*(29,994)*	*105,006*
Rehabilitation kitchen fund	*8,000*	—	—	—	*8,000*
Income Funds					
St Louise's Unit fund	—	*79*	—	—	*79*
Catherine Nicol award fund	*3,000*	—	—	—	*3,000*
Hardship fund	*250*	*460*	*(31)*	—	*679*
Mandy Sheridan fund	*2,161*	*240*	—	—	*2,401*
Hanging baskets fund	*5,229*	—	*(1,241)*	—	*3,988*
Resident activities fund	*4,275*	—	—	—	*4,275*
Other miscellaneous funds	—	*2,712*	*(1,212)*	*(1,500)*	—
	22,915	*418,945*	*(2,484)*	*(73,722)*	*365,654*

12 Restricted funds (continued)

The purposes for which each of the restricted funds are held are as follows:

- Bathroom Refurbish fund
  This fund comprises money to upgrade the bathrooms on 2 units.
- Solar Panel fund
  This fund comprises money to instal solar panels.
- Rehabilitation kitchen fund
  This fund comprises of money given specifically towards expenditure in relation to the new rehabilitation kitchen.
- Catherine Nicol award fund
  This fund comprises money donated to Marillac Neurological Care Centre and interest earned on the fund to be used to award prizes in memory of Catherine Nicol.
- Hardship fund
  This fund comprises money given specifically towards expenditure for residents who do not have their own funds.
- Mandy Sheridan fund
  This fund comprises money donated to Marillac Neurological Care Centre to be used to assist relatives with travel costs in memory of Mandy Sheridan.
- Hanging Baskets fund
  This fund comprises money to provide hanging baskets.
- Other miscellaneous funds
  These comprised various donations, given for specific purposes, all of which were spent in full during the year.

Transfers between funds relate to amounts expended on items of a capital nature from a restricted fund thus realising the restriction.

13 Tangible fixed assets fund

	Total 2026 £	Total 2025 £
At 1 April	**1,596,991**	1,472,661
Net movement in year	**41,632**	124,130
At 31 March	**1,638,623**	1,596,991

The tangible fixed assets fund represents the net book value of tangible fixed assets. Such assets are of fundamental importance to Marillac Neurological Care Centre. Without the assets the organisation would be unable to fulfil its charitable aims and objectives. The value of such assets, therefore, would not be easily realisable if needed to meet future contingencies.

14 Analysis of net assets between funds

	General fund £	Tangible fixed assets fund £	Restricted funds £	Total 2026 £
Fund balances at 31 March 2026 are represented by:				
Tangible fixed assets	**-**	**1,638,623**	**-**	**1,638,623**
Current assets	**1,659,910**	**-**	**212,988**	**1,872,898**
Creditors: amounts falling due within one year	**(370,151)**	**-**	**-**	**(370,151)**
Total net assets	**1,289,759**	**1,638,623**	**212,988**	**3,141,370**

	General fund £	*Tangible fixed assets fund £*	*Restricted funds £*	*Total 2025 £*
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	*—*	*1,596,991*	*—*	*1,596,991*
Current assets	*1,592,015*	*—*	*365,654*	*1,957,669*
Creditors: amounts falling due within one year	*(360,008)*	*—*	*—*	*(360,008)*
Total net assets	*1,232,007*	*1,596,991*	*365,654*	*3,194,652*

15 Capital commitments

At 31 March 2026, Marillac Neurological Care Centre had £133,458 capital commitments in respect to improvement to a further 23 bathrooms that had been authorised but not contracted for (2025: £0).

16 Leasing commitments

Operating leases

At 31 March 2026, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect to equipment and motor vehicles:

	2026 £	2025 £
Amounts falling due:		
. Within one year	**82,078**	77,868
. After one but within five years	**33,170**	99,349
Total	**115,248**	177,217

At 31 March 2026, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect of rent:

	2026 £	2025 £
Amounts falling due:		
. Within one year	**90,245**	86,941
. After one but within five years	**360,980**	347,764
After 5 years	**1,804,898**	1,825,764
Total	**2,256,122**	2,260,469

17 Rental Income

Operating leases – rent receivable

At 31 March 2026, Marillac Neurological Care Centre had the following future minimum receivables under non-cancellable operating leases in respect of rental income.

	2026 £	2025 £
Amounts falling due:		
. Within one year	**74,621**	71,889
. After one but within five years	**298,485**	287,558
After 5 years	**746,212**	790,784
Total	**1,119,319**	1,150,231

18 Controlling party and related party transactions

Controlling party

Marillac Neurological Care Centre was a subsidiary of the Daughters of Charity of St Vincent De Paul Services, which prepares group accounts, including Marillac Neurological Care Centre. The Daughters of Charity of St Vincent de Paul Services, a registered charity (Charity Registration Number 1149326) and a company limited by guarantee (Company Registration Number 07638065 (England and Wales)) is considered the ultimate controlling party of Marillac Neurological Care Centre, as it is its sole member. This Control is normally exercised by the appointment of Trustees. Should the subsidiary drift away from its core mission, Daughters of Charity of St Vincent de Paul Services has the power also to remove the Trustees of the subsidiary.

The registered office address of the Daughters of Charity of St Vincent De Paul Services is St Vincent's Centre, Carlisle Place, London, SW1P 1NL. The group accounts of the Daughters of Charity of St Vincent de Paul Services can be obtained from the registered office address. The principal purposes and activities of the Daughters of Charity of St Vincent de Paul Services are to safeguard and deepen the Vincentian character of, and provide support to, the charities within the group, including Marillac Neurological Care Centre.

The Daughters of Charity of St Vincent de Paul Services (the charitable company) is controlled by the Daughters of Charity of St Vincent de Paul, a Roman Catholic religious congregation, by virtue of the fact that members of the Congregation are also members of the charitable company.

As of 3 March 2026, a written resolution was passed altering the Articles of Association and removing The Daughters of Charity of St Vincent De Paul services as the sole member. The trustees now have control of the charity.

Provision of Catering Services

In accordance with formal agreements, MNCC provides catering services to the religious community at Warley and to Seton Care Unit at Warley (a unit specifically for the care of older Sisters). Both are integral parts of the Daughters of Charity of St Vincent de Paul CIO (charity no: 1204513). The formal agreements stipulate that either party can terminate the agreement with 6 months' notice.

Rent of Land and Buildings

The freehold title to the land and buildings occupied by MNCC is owned by the Daughters of Charity of St Vincent de Paul Charitable Trust. The entire site is leased to MNCC for a period of 30 years commencing 31 March 2021. Certain of the buildings covered by this lease provide accommodation for the religious community at Warley and certain of the buildings are used by Seton Care Unit at Warley (a unit specifically for the care of older Sisters). In both cases, the relevant land and buildings are subject to sub-leases covering a period of 20 years commencing on 31 March 2021.

During the year Marillac Neurological Care Centre received a total of £165,346 (2025: £159,600) relating to cross charges with The Daughters of Charity of St Vincent de Paul CIO. This consisted of two elements – a rental charge for the use of the land and buildings £71,889 (2025:£69,391) and a charge for the provision of catering facilities £93,457 (2025: £90,209).

During the year Marillac Neurological Care Centre paid £89,941 (2025: £83,920) to the Daughters of Charity of St Vincent de Paul CIO in respect of a rental charge for the use of the land and buildings.

Transactions with trustees

There were no transactions with trustees during the year. (2025 : £554). During the previous year, a joint fundraising/marketing venture with a local brewery resulted in the production of a Marillac Beer. A trustee of the charity, Peter Nicol paid £554 as a donation towards the purchase of MNCC Beer for all MNCC staff members.

Other related party transactions

During the year, Cyber training was carried out by Hill Bingham Ltd (a company owned by Dr Stephen Hill who is the spouse of Beverley Hill) for all trustees, senior management and senior members of staff amounting to £3,250. Further to this, Hill Bingham Ltd was engaged to provide further cyber consultancy services amounting to £7,200. (2025: none).

18 Custodian funds

As at 31 March 2026 Marillac Neurological Care Centre held funds on behalf of residents totalling £6,177 (2025: £4,216) as Custodian Trustee. The funds are held in a bank account separate from the funds of Marillac Neurological Care Centre. The funds are not included in these financial statements and they are segregated clearly from those belonging to Marillac Neurological Care Centre itself at all times.