

MARILLAC NEUROLOGICAL CARE CENTRE

England & Wales · Charity number 1184495

Details

Other names MARILLAC CARE, THE MARILLAC

Status Registered

Legal form Charitable company

Company number [12085591](#)

Registered 2019-07-19

Register [View on the Charity Commission register](#)

Contact

Address The Marillac
Eagle Way
Great Warley
Brentwood
CM13 3BL

Phone 01277220276

Email info@marillac.co.uk

Website <https://www.marillac.co.uk/>

Activities

Objects: THE PROVISION OF SERVICES AND FACILITIES FOR PEOPLE WHO HAVE NEUROLOGICAL CONDITIONS INCLUDING ACQUIRED BRAIN INJURIES BY SUCH MEANS AS THE TRUSTEES SHALL IN THEIR ABSOLUTE DISCRETION DETERMINE, INCLUDING THE PROVISION OF HIGH QUALITY ACCOMMODATION AND ASSOCIATED FACILITIES AND/OR OTHER SERVICES AND ASSISTANCE SUCH AS OUT-PATIENT CARE AND/OR DAY CARE TO SUCH PERSONS AND THOSE CARING FOR THEM; AND FOR SO LONG AS THE CONGREGATION CONTINUES TO BE CONNECTED WITH THE CHARITY, THE TRUSTEES MAY (IN THEIR DISCRETION) ADVANCE THE CHARITABLE WORK OF THE CONGREGATION INCLUDING (BUT WITHOUT LIMITATION) BY PROVIDING CHARITABLE SUPPORT TO THE MEMBERS OF THE CONGREGATION LIVING ON THE SITE OPERATED BY THE CHARITY. THE OBJECTS OF THE CHARITY WILL BE FURTHERED IN ACCORDANCE WITH THE PRINCIPLES ESTABLISHED BY ST VINCENT DE PAUL AS FOSTERED AND ARTICULATED BY DCSVP SERVICES.

Activities: The provision of services and facilities for people who have neurological conditions including acquired brain injuries

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Religious Activities
- **Who:** People With Disabilities, Other Defined Groups

Geography

- Essex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,699,262	£7,524,971	£3,194,652	185
2024-03-31	£7,962,666	£7,139,414	£3,020,361	182
2023-03-31	£6,638,242	£6,591,057	£2,197,109	161
2022-03-31	£8,375,131	£6,225,207	£2,149,924	170
2021-03-31	£0	£0	-	-

Trustees

Name	Role	Appointed
Peter Terence Nicol	Chair	2021-03-15
Barry Hawkins		2021-03-15
CLIVE STEPHEN EDWARDS		2024-07-01
Dr Michael Charles Patrick Apps		2021-03-15
Linda Jacqueline Newton		2025-09-24
SISTER MARY TIMMONS		2021-06-15
Sean Gerald O'Hare		2024-07-01
Sister Kathleen Fox		2019-07-04

MARILLAC NEUROLOGICAL CARE CENTRE

England & Wales - Charity number 1184495

Accounts

Marillac Neurological Care Centre

Annual Report and Financial Statements

31 March 2025

Charity Registration Number 1184495

Company Limited by Guarantee

Registration Number 12085591 (England and Wales)

Contents

Reports

Reference and administrative details of the charitable company, its trustees and advisers	1
Trustees' report	3
Independent auditor's report	16

Financial Statements

Statement of financial activities	21
Balance sheet	22
Statement of cash flows	23
Principal accounting policies	24
Notes to the financial statements	28

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

Trustees	Peter Nicol Sister Kathleen Fox Ian Restall (resigned 3 July 2024) Barry Hawkins Dr Michael Apps Sister Mary Timmons Sean O Hare (appointed 1 July 2024) Clive Edwards (appointed 1 July 2024) Rev Abraham Lawrence (resigned 11 April 2024)
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
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 Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Principal Bankers HSBC
91 High Street
Brentwood
Essex
CM14 4RU

Trustees' report Year ended 31 March 2025

The trustees present their report together with the financial statements of Marillac Neurological Care Centre (MNCC) for the year ended 31 March 2025. 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 24 to 27 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 is 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.

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

Our facilities have been continually improved by investment and management.

Our Estates Department has a process of repair or replacement for items of risk and has ensured that the estate is fit for purpose.

We have taken a pro-active approach and launched four major initiatives during 2024/25, Air Conditioning, Generator installation, Bathroom refurbishment and Solar Panel planning application.

Courtesy of a large donation, we were in the position to install air conditioning into resident rooms and communal areas. We successfully installed air conditioning units into 52 resident bedrooms to facilitate individual temperature control as well as communal areas. The estates team project managed the Air conditioning project with skill, ensuring that it was delivered within cost and with no impact on the residents.

We have a new generator that was installed and commissioned, allowing the service to provide new aspects of care previously not available for example, ventilator care.

We commenced the refurbishment programme for 34 en-suite bathrooms courtesy of a major grant from the Albert Gubay Foundation . This major development ensures that the resident areas are not only fit for purpose but modern looking and easier to manage.

Once planning is achieved, the installation of a solar panel system that involves over 300 panels being installed to offset energy usage will commence. This is courtesy of a major donation from Matchroom Boxing.

MNCC is incredibly grateful for all grants and donations.

Other items of note to report include the installation of a fire suppression system in the kitchen. We have continued our roof upgrade with a further 20% of the flat roof replaced with Fibreglass, which carries a 20-year guarantee. We have continued to replace TVs in residents' rooms.

The estates team facilitated a fire strategy inspection and also ensured that all equipment was maintained and serviced in line with the manufacturer's recommendations.

We installed a new phone system to ensure our communication system was fit for purpose.

Other areas of development include replacement and service of all TMV valves, electrical services, boiler services and blackout curtains replaced.

A rolling programme of redecoration and refurbishment has been implemented as has essential ground maintenance which includes tree removal, as necessary. Internal decoration has lifted the communal areas to a bright and vibrant area.

Development of services

Our service has experienced a challenging year in terms of occupancy, which has been lower than budgeted. We had two periods where occupancy became an issue and these two time periods, coupled with a high use of agency staff, contributed to a challenging year financially. We experienced a large number of RIP's which unfortunately is expected in most cases with only a small number being unexpected with no concerns raised by a coroner. The number we experienced this year is more than double our expected number. Partly this is explained by a larger number of people admitted with MND diagnosis which has no positive outcome.

Our services have an outstanding reputation within the Healthcare community which has led to very high occupancy levels of 93.9% 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%.

As with most healthcare providers including the NHS we were faced with a large amount of usage of Qualified Agency Nurses. This had a huge impact on our budget. Over the course of the year our Recruitment team and Nursing Managers managed to recruit into all of our vacant positions. We have a number of people on the apprentice nurse pathway so we are future proofing out natural attrition and hope to remain fully recruited.

The complexity of our services is recognised by our purchasers as being extremely high. At one point we had more people using enteral feeding than the local NHS Trust.

Our services continue to develop in line with service need. We analyse our referrals and conduct a paper review on all referrals. We host a bed management meeting with all clinical parties represented to ensure that we are meeting the needs of the patients that are referred.

Our services, in discussion with our purchasers, continue to provide the services required by the NHS. All feedback that we received has been reviewed and where possible implemented.

Regular verbal feedback is gathered via Director of Admissions and this is fed back to the Senior Team and Board within regular reporting structures.

There has been no major change to service provision as identified needs of both residents and commissioners remains stable.

MNCC has and will continue to regularly monitor the market place for any changes in commissioning intentions and any areas of suggested development will be highlighted to the Board of Trustees.

Development of staff

In order to provide a high level of care to our residents, we recognise that our staff are vital. We strive hard to recognise and reward the hard work undertaken, often in stressful and emotional situations.

We provide a free employee assistance program for all employees and access to Occupational Health and Psychology.

We also actively encourage training and development of all employees who are able to attend additional funded training in many areas on top of their mandatory training. We are currently sponsoring employees on Nursing/Care apprenticeships as well as 1 on a management apprenticeship and 1 on an MBA course. In total we have 10 people on the apprenticeship scheme.

We have ensured that all staff have had the opportunity to attend and complete the mandatory training. Our statistics show that some departments have achieved 100% compliance and others are in the 90% bracket.

Other courses and training events that have been facilitated include:

Manual Handling, Basic Life Support, PEG, Tracheostomy, Fire Warden, Diabetes management, Continence and Stoma, Neuro Skills, Sepsis, Dysphagia, Spinal Injury, Tissue Viability, Catheter Care, Challenging Behaviour and wound Care.

During the year, we were able to provide a significant pay rise for staff of up to 10%

We endeavour to benchmark our salaries across the sector to ensure that we are paying an industry norm or over, for example, one benefit is that we offer all staff a paid break which equates to an extra 2.5 hours payment each week (FTE)

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. We 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

We have experienced seven safeguarding alerts (the same number as 2022-23) which have all been investigated and our investigations have been submitted to the Local Authority (LA). Of these, one was substantiated and one partially substantiated the other 5 were closed with no further action.

The safeguarding alerts are serious events that have led us or other providers to raise concerns. We have completed our lessons learned where required and shared best practice guidelines with all services where needed.

These safeguards have all been raised in our clinical governance committee to ensure that lessons are cascaded.

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.

Vincentian Values training

Our online system to Vincentian Values training which requires all new staff to complete within 6 months of appointment has proved to be an effective method of training and has ensured that people are aware of our history.

Pastoral care

Our Pastoral Lead who started in 2022, Sister Rosalie has left the service and we have been fortunate to gain Sr Kathleen Page who commenced in a similar role in the last quarter. She brings a wealth of experience into the role and we are sure MNCC will benefit from her presence. She will be working closely with Fr Michael who has been carrying the role of Pastoral lead informally between Sr Rosalie leaving and Sr Kathleen arriving. His help and assistance and willingness to work with all members of the community has been welcomed and valued by all at MNCC.

The way forward

Despite lower than budgeted occupancy, Marillac Neurological Care Centre has experienced another positive year commercially and reputationally. Our relationships with our commissioners remain strong.

Our occupancy remains strong in comparison to other services and communication with purchasers indicates that we are providing the service that is needed in the healthcare environment. We will continue to monitor our position carefully to ensure that if the market forces begin to alter then we have addressed our service offering accordingly.

Our governance has become stronger and our trustee involvement in our monthly governance meetings has ensured that we as the provider are operating with honesty and integrity.

The challenges for the forthcoming year are similar to last year. With announcements recently made by the Government surrounding Employer National Insurance contributions, Closure of NHS England, and reduction on ICB spend we are in an unprecedented time nationally. This will impact on the ability of MNCC as a charity to be able to sustain itself in the current environment without changes to structure and possibly services.

Initial estimates at the current time indicate that without the national insurance rise and with lower occupancy rates, MNCC would achieve a break-even position. However, there is an additional resource to find, which puts MNCC in a negative position for the year.

As a matter of on-going cost control MNCC will continually evaluate the staffing model and look at any non-essential positions and expenditure. Alternative sources of revenue will be looked into for example spinal cord, although this is unlikely to result in quick admissions.

Financial report for the year

A summary of the year's results can be found on page 21 of the attached financial statements.

In the year to 31 March 2025 income amounted to £7,699,262 (2024: £7,962,666). Expenditure for the year amounted to £7,503,986 (2024: £7,139,414).

Occupancy in the year remained comparatively high at 93.9%.

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 2025 amounted to £3,215,637 (2024: £3,020,361).

The tangible fixed assets fund of £1,596,991 (2024: £1,472,661) 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 £365,654 (2024: £22,915) at 31 March 2025.

General funds, or free reserves, at 31 March 2025 totalled £1,232,007 (2024: £1,524,785) representing 1.96 months of recurring expenditure and hence were just under the reserves policy of a minimum of 2 months expenditure.

The financial position of MNCC at 31 March 2025 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 2025 Marillac Neurological Care Centre held funds on behalf of residents totalling £4,216 (2024: £7,109) 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	Sister Kathleen Fox
Barry Hawkins	Sister Mary Timmons
Dr Michael Apps	Sean O'Hare
Clive Edwards	

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. We have received 4 applications in the year ending 2025 and have shortlisted all 4. 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 are mitigating this through a full and robust recruitment and retention strategy that has been successful as we have made appointments. We are now in the process of recruiting a bank of qualified nurses. We have reduced our reliance on agency staffing by bringing control of booking staff under one person rather than each unit. This has resulted in a more efficient use of resources and hence less reliance on high-cost agency staff.
- ◆ 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 Head of Care 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 taken the decision to commence formal fundraising on the back of a successful informal approach to a local business which gained a substantial donation. It has followed this up with a further approach and has been informed this too will be successful. MNCC has instigated a fundraising group to formalise our approach and look into the feasibility of employing 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 2025, MNCC received no complaints about its fundraising activities (2024: 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.

Trustees' report Year ended 31 March 2025

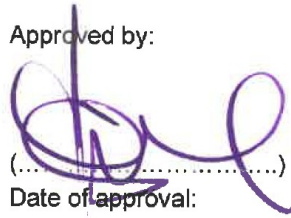
Our thanks

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.
- ◆ To the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust, for their unstinting support and generosity in granting us independence.

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

Date of approval:

21/10/25.

21/10/2025

Independent auditor's report to the member 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 2025, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 affairs of Marillac Neurological Care Centre as at 31 March 2025 and of 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 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 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, including the trustees' 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 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 is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has 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; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- ◆ We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company. We determined that the following laws and frameworks were most significant: The Companies Act 2006, the Charities Act 2011, The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (SORP (FRS102)), the Care Standards Act 2000 and safeguarding regulations.
- ◆ We obtained an understanding of how the charitable company is complying with these legal and regulatory frameworks by making enquiries to those responsible for legal and compliance procedures. Through our enquiries we corroborated these views by our review of the minutes of trustees' meetings. Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- ◆ Making enquiries of management as to their knowledge of any actual, suspected or alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested journal entries to identify unusual transactions;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ Tested authorisation controls on expenditure items, ensuring it was approved in line with the charitable company's financial procedures; and
- ◆ Performed substantive testing on expenditure incurred to ensure it complied with the charitable company's stated purpose.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of trustees' meetings and enquiring of management and trustees as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 Year ended 31 March 2025

Use of our report

This report is made solely to the charitable company's member, 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 member 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 member, as a body, for our audit work, for this report, or for the opinions we have formed.



Peter Mackereth (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

24 October 2025

Statement of financial activities (including income and expenditure account) Year ended 31 March 2025

	Notes	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
Income from:							
Donations and Legacies	1	49,730	418,945	468,675	264,341	621,413	885,754
Interest receivable		23,707	-	23,707	29,131	—	29,131
Charitable activities							
. Fees and related charges		6,951,704	-	6,951,704	6,842,213	—	6,842,213
Other sources	2	255,176	-	255,176	205,568	—	205,568
Total income		7,280,317	418,945	7,699,262	7,341,253	621,413	7,962,666
Expenditure on:							
Charitable activities							
. Nursing care and related services	3	7,522,487	2,484	7,524,971	7,099,907	39,507	7,139,414
Total expenditure		7,522,487	2,484	7,524,971	7,099,907	39,507	7,139,414
Net income and net movement in funds	6	(242,170)	416,461	174,291	241,346	581,906	823,252
Transfer between funds		73,722	(73,722)	-	598,911	(598,911)	—
Reconciliation of funds:							
Balances brought forward at 1 April 2024		2,997,446	22,915	3,020,361	2,157,189	39,920	2,197,109
Balances carried forward at 31 March 2025		2,828,998	365,654	3,194,652	2,997,446	22,915	3,020,361

All activities derived from continuing operations.

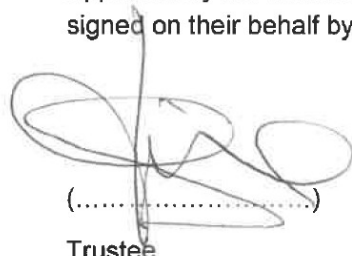
All recognised gains and losses are included in the above statement of financial activities.

Balance sheet 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	9		1,596,991		1,472,661
Current assets					
Debtors	10	524,608		815,866	
Cash at bank and in hand		1,433,061		1,094,675	
		1,957,669		1,910,541	
Creditors: amounts falling due within one year	11	(360,008)		(362,841)	
Net current assets			1,597,661		1,547,700
Total net assets			3,194,652		3,020,361
Represented by:					
Funds					
Restricted funds	12		365,654		22,915
Unrestricted funds					
. Tangible fixed assets fund	13	1,596,991		1,472,661	
. General fund		1,232,007		1,524,785	
			2,828,998		2,997,446
			3,194,652		3,020,361

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: 21st October 2025

Registered Company Number: 12085591 (England and Wales)

Statement of cash flows Year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	632,426	869,486
Cash flows from investing activities:			
Interest received		23,707	29,131
Purchase of tangible fixed assets		(317,747)	(1,047,358)
Net cash used in investing activities		(294,040)	(1,018,227)
Change in cash and cash equivalents in the year		338,386	(148,741)
Cash and cash equivalents at 1 April 2024	B	1,094,675	1,243,416
Cash and cash equivalents at 31 March 2025	B	1,433,061	1,094,675

Notes to the statement of cash flows for the year to 31 March 2025.

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

	2025 £	2024 £
Net movement in funds (as per the statement of financial activities)	174,291	823,252
Adjustments for:		
Depreciation charge	193,417	140,005
Interest receivable	(23,707)	(29,131)
Decrease/(Increase) in debtors	291,258	(145,393)
Increase/(decrease) in creditors	(2,833)	80,753
Net cash (used in) provided by operating activities	632,426	869,486

B Analysis of cash and cash equivalents

	2025 £	2024 £
Total cash and cash equivalents: Cash at bank and in hand	1,433,061	1,094,675

C Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash	1,094,675	338,386	1,433,061
Total	1,094,675	338,386	1,433,061

Principal accounting policies Year ended 31 March 2025

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 2025 with comparative information provided in respect to the year to 31 March 2024.

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.

Assessment of going concern (continued)

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.

Expenditure recognition (continued)

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.

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.

1 Income from: Donations and Legacies

	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
Donation from DCSVP	-	-	-	—	500,000	500,000
Legacies	10,985	-	10,985	244,871	—	244,871
Other donations and grants	38,745	418,945	457,690	19,470	121,413	140,883
	49,730	418,945	468,675	264,341	621,413	885,754

2 Income from: Other sources

	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
DCSVP cross charges (note 18)	159,600	-	159,600	152,145	—	152,145
Cafeteria income	32,124	-	32,124	29,398	—	29,398
Miscellaneous income	63,452	-	63,452	24,025	—	24,025
	255,176	-	255,176	205,568	—	205,568

3 Expenditure on: Nursing care and related services

	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
Staff costs (note 7)	5,764,844	-	5,764,844	5,461,812	36,068	5,497,880
Premises	985,353	1,899	987,252	948,547	1,697	950,244
Provisions	165,170	-	165,170	156,196	—	156,196
Patient welfare	219,999	31	220,030	214,970	1,742	216,712
Other expenses	261,200	554	261,754	207,093	—	207,093
Support costs (note 4)	125,921	-	125,921	111,289	—	111,289
	7,522,487	2,484	7,524,971	7,099,907	39,507	7,139,414

4 Support costs

	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
Staff costs (note 7)	24,734	-	24,734	20,651	—	20,651
Central administration	43,657	-	43,657	32,770	—	32,770
Bank charges	864	-	864	1,099	—	1,099
Legal and professional fees	41,584	-	41,584	42,108	—	42,108
Governance costs (note 5)	15,082	-	15,082	14,661	—	14,661
	125,921	-	125,921	111,289	—	111,289

5 Governance costs

	Un-restricted funds £	Restricted funds £	Total funds 2025 £	Un-restricted funds £	Restricted funds £	Total funds 2024 £
Auditor's remuneration	15,082	-	15,082	14,661	—	14,661

6 Net income and net movement in funds

This is stated after charging:

	Total funds 2025 £	Total funds 2024 £
Staff costs (note 7)	5,789,578	5,518,531
Auditor's remuneration – inclusive of VAT		
· Statutory audit fees	13,980	13,950
· Tax advisory services fees	1,102	711
Depreciation	193,417	140,005
<u>Operating lease rentals</u>		
Equipment and motor vehicles	77,420	59,409
Rental charge for land and buildings	83,920	80,000

7 Staff costs and trustees' remuneration

	2025 £	2024 £
Staff costs during the year were as follows:		
Wages and salaries	4,649,560	4,062,482
Social security costs	428,261	345,305
Other pension costs	169,384	137,897
	5,247,205	4,545,684
Agency costs	542,373	972,847
	5,789,578	5,518,531
Staff costs per function were as follows:		
Nursing care and related services	5,764,844	5,497,880
Support services	24,734	20,651
	5,789,578	5,518,531

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

	2025 No.	2024 No.
Nursing and care staff	164	162
Administration functions	21	20
	185	182

7 Staff costs and trustees' remuneration (continued)

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

	2025 No.	2024 No.
Nursing and care staff	119	109
Administration functions	15	13
	134	122

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

	2025 No.	2024 No.
£60,001 - £70,000	6	2
£70,001 - £80,000	-	2
£80,001 - £90,000	1	—
£90,001 - £100,000	1	—
£100,001 - £110,000	—	1
£110,001 - £120,000	—	1
£130,001 - £140,000	1	—
£170,001 - £180,000	—	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 £605,983 (2024: £634,256).

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 (2024: £nil). No expenses were reimbursed to the trustees during the year (2024: 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 2024	1,671,698	256,352	9,349	1,937,399
Additions	270,987	46,760	-	317,747
Disposals and eliminations	(4,682)	(26,935)	-	(31,617)
At 31 March 2025	1,938,003	276,177	9,349	2,223,529
Depreciation				
At 1 April 2024	340,968	114,422	9,348	464,738
Charge for the year	140,669	52,748	-	193,417
On disposals and eliminations	(4,682)	(26,935)	-	(31,617)
At March 2025	476,955	140,235	9,348	626,538
Net book values				
At 31 March 2025	1,461,048	135,942	1	1,596,991
At 31 March 2024	1,330,730	141,930	1	1,472,661

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

	2025 £	2024 £
Fees and charges	468,483	766,219
Prepayments and accrued income	56,125	49,647
Other debtors	-	-
	524,608	815,866

11 Creditors: amounts falling due within one year

	2025 £	2024 £
Expense creditors	175,356	112,195
Social security and other taxes	106,891	91,397
Accruals	51,507	131,716
Fees in advance	22,400	22,400
Other creditors	3,854	5,133
	360,008	362,841

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 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
<u>Capital Funds</u>					
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
<u>Income Funds</u>					
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

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
<u>Capital Funds</u>					
Generator fund	5,800	84,000	—	(89,800)	—
Electricity Upgrade fund	—	500,000	—	(500,000)	—
Rehabilitation kitchen fund	8,000	—	—	—	8,000
<u>Income Funds</u>					
Sensory garden fund	550	—	(550)	—	—
St Catherine's Unit fund	378	—	(378)	—	—
Catherine Nicol award fund	3,000	—	—	—	3,000
Hardship fund	374	30	(154)	—	250
Mandy Sheridan fund	1,921	240	—	—	2,161
Hanging baskets fund	6,376	—	(1,147)	—	5,229
Resident activities fund	13,521	1,075	(1,210)	(9,111)	4,275
Other miscellaneous funds	—	36,068	(36,068)	—	—
	39,920	621,413	(39,507)	(598,911)	22,915

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.

12 Restricted funds (continued)

- ◆ 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.
- ◆ Generator fund
This fund comprised money donated to Marillac Neurological Care Centre to be used for specific expenses in relation to the provision of a generator.
- ◆ Electricity Upgrade fund
This fund comprises money to upgrade the electricity supply.
- ◆ 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 2025 £	Total 2024 £
At 1 April	1,472,661	565,308
Net movement in year	124,330	907,353
At 31 March	1,596,991	1,472,661

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 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

	General fund £	Tangible fixed assets fund £	Restricted funds £	Total 2024 £
<i>Fund balances at 31 March 2024</i>				
<i>are represented by:</i>				
<i>Tangible fixed assets</i>	—	1,472,661	—	1,472,661
<i>Current assets</i>	1,887,626	—	22,915	1,910,541
<i>Creditors: amounts falling due within one year</i>	(362,841)	—	—	(362,841)
<i>Total net assets</i>	<i>1,524,785</i>	<i>1,472,661</i>	<i>22,915</i>	<i>3,020,361</i>

15 Capital commitments

At 31 March 2025, Marillac Neurological Care Centre had £0 capital commitments in respect to improvement to premises that had been authorised but not contracted for (2024: £46,454). However, restricted funds of £135,000 had been received towards solar panel installation for which a refundable deposit of £27,000 and survey fees of £2,994 have been expended.

16 Leasing commitments

Operating leases

At 31 March 2025, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect to equipment and motor vehicles:

	2025 £	2024 £
Amounts falling due:		
. Within one year	77,868	72,324
. After one but within five years	99,349	136,057
Total	177,217	208,381

16 Leasing commitments (continued)

Operating leases (continued)

At 31 March 2025, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect of rent:

	2025 £	2024 £
Amounts falling due:		
. Within one year	86,941	83,920
. After one but within five years	347,764	335,680
After 5 years	1,825,764	1,846,240
Total	2,260,469	2,265,840

17 Rental Income

Operating leases – rent receivable

At 31 March 2025, Marillac Neurological Care Centre had the following future minimum receivables under non-cancellable operating leases in respect of rental income.

	2025 £	2024 £
Amounts falling due:		
. Within one year	71,889	69,391
. After one but within five years	287,558	277,565
After 5 years	790,784	832,696
Total	1,150,231	1,179,652

18 Controlling party and related party transactions

Controlling party

Marillac Neurological Care Centre is 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.

18 Controlling party and related party transactions (continued)

Controlling party (continued)

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.

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 £159,600 (2024: £152,145) 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 £69,391 (2024:£66,150) and a charge for the provision of catering facilities £90,209 (2024: £85,995).

During the year Marillac Neurological Care Centre paid £83,920 (2024: £80,000) 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

During the 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 (2024: £nil)

Other related party transactions

Other than those noted above and in note 7 to these financial statements, there were no other related party transactions requiring disclosure (2024: none).

19 Custodian funds

As at 31 March 2025 Marillac Neurological Care Centre held funds on behalf of residents totalling £4,216 (2024: £7,109) 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.

MARILLAC NEUROLOGICAL CARE CENTRE

England & Wales - Charity number 1184495

Accounts

Marillac Neurological Care Centre

Annual Report and Financial Statements

31 March 2024

Charity Registration Number 1184495

Company Limited by Guarantee

Registration Number 12085591 (England and Wales)

Contents

Reports

Reference and administrative details of the charitable company, its trustees and advisers	1
Trustees' report	3
Independent auditor's report	15

Financial Statements

Statement of financial activities	20
Balance sheet	21
Statement of cash flows	22
Principal accounting policies	23
Notes to the financial statements	27

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

Trustees	Peter Nicol Sister Kathleen Fox Ian Restall (resigned 3 July 2024) Barry Hawkins Dr Michael Apps Sister Mary Timmons Sean O Hare (appointed 1 July 2024) Clive Edwards (appointed 1 July 2024) Rev Abraham Lawrence (resigned 11 April 2024) Catherine Woodhead (resigned 26 November 2023)
Company Secretary and Director of Finance	
CEO	Beverley Hill
Director of Nursing	Paul Dixon
Director of Therapies	Precious Mazengera
Director of Governance	Tess Essop
Director of Admissions and Marketing	Suzana Scheele De Moraes 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 Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Principal Bankers HSBC
91 High Street
Brentwood
Essex
CM14 4RU

Trustees' report Year ended 31 March 2024

The trustees present their report together with the financial statements of Marillac Neurological Care Centre (MNCC) for the year ended 31 March 2024. 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 23 to 26 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 is 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.

Until midnight on 31 March 2021, Marillac Neurological Care Centre was part of a registered charity - Daughters of Charity of St Vincent de Paul Charitable Trust, Charity Registration Number 236803 (England and Wales) and Charity Registration Number SCO39155 (Scotland).

On 1 April 2021, in accordance with a legal transfer of undertakings agreement, the activities, assets and liabilities of MNCC were transferred as a going concern to Marillac Neurological Care Centre. As part of the transfer, the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust agreed to transfer an additional £600,000 of that charity's funds to the new charitable company to ensure that it commenced activity with free reserves in line with its reserves policy.

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

Covid-19

MNCC has now closed the COVID response team having successfully navigated the pandemic with no loss of life. Systems of work were reviewed, and new methods and systems now fully implemented.

Development of facilities

Our facilities have been improved by investment and management.

Our Estates Department has implemented a process of repair or replacement for items of risk and has ensured that the estate is fit for purpose. We have taken a pro-active approach and have launched two major initiatives during 2023. Courtesy of a large donation we were in the position to install air conditioning into resident rooms and communal areas. During the planning phase we became aware that the current Electricity supply was not powerful enough and had very little spare capacity for this or any future electrical need. Our landlords, kindly donated the majority of the costs to upgrade this allowing MNCC to future proof its electrical needs and allow the original project to continue. The estates team Project managed the Electrical upgrade and Air conditioning project with skill ensuring that both were being delivered within cost and with no impact on the residents.

In the past 12 months the Estates Team have worked tirelessly to ensure that the site looks fit for purpose externally as well as internally. A large amount of work is present in the preparation of rooms for each new resident with every room decorated and deep cleaned before every admission. We have a roll out of new smart TV's in all resident rooms.

A rolling programme of redecoration and refurbishment has been implemented as has essential ground maintenance which includes tree removal, as necessary. Internal decoration has lifted the communal areas to a bright and vibrant area.

Other areas of investment include another 20% flat roof replacement, St Catherines bedroom furniture replacement, radiator valve replacement and fire stopping.

Courtesy of a generous donation (Matchroom Charitable Foundation) we were able to install an emergency generator for MNCC which will protect our residents but also allow us to expand our service offering to those who require mechanical assistance (e.g. ventilator) to maintain life.

Development of services

Our services have an outstanding reputation within the Healthcare community which has led to very high occupancy levels of 96.2% 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%.

The complexity of our services is recognised by our purchasers as being extremely high. At one point we had more people using enteral feeding than the local NHS Trust.

Our services continue to develop in line with service need. We analyse our referrals and conduct a paper review on all referrals. We host a bed management meeting with all clinical parties represented to ensure that we are meeting the needs of the patients that are referred.

Our services, in discussion with our purchasers, continue to provide the services required by the NHS. When we have received feedback one comment received was to expand the service. All feedback that we received has been reviewed and where possible implemented.

Regular verbal feedback is gathered via Director of Admissions, and this is fed back to the Senior Team and Board within regular reporting structures.

There has been no major change to service provision as identified needs of both residents and commissioners remains stable.

MNCC has and will continue to regularly monitor the marketplace for any changes in commissioning intentions and will highlight any areas of suggested development will be made to the Board of Trustees.

Development of staff

In order to provide a high level of care to our residents, we recognise that our staff are vital. We strive hard to recognise and reward the hard work undertaken, often in stressful and emotional situations.

We provide a free employee assistance program for all employees and access to Occupational Health and psychology.

We also actively encourage training and development of all employees who are able to attend additional funded training in many areas on top of their mandatory training. We are currently sponsoring 7 employees on Nursing/Care apprenticeships as well as 2 on a management apprenticeship and 1 on an MBA course.

During the year, we were able to provide a significant pay rise for staff of 5% and 20% to our daytime Qualified Clinical staff.

We endeavour to benchmark our salaries across the sector to ensure that we are paying an industry norm or over, for example, one benefit is that we offer all staff a paid break which equates to an extra 2.5 hours payment each week (FTE)

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 conducts audits on all areas and specifically reviews and structures the audits received from the clinical groups looking at any trends and feeding this back to the Board.

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. We 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. Our staffing manager has worked tirelessly to ensure that safe staffing levels are maintained which is credit to the whole staff group that they have ensured the unit has been maintained.

Fundraising group has been developed to lead on and advise the board on the fundraising strategy including the recruitment of a Fundraising and Partnerships manager.

Safeguarding

We have experienced seven safeguarding alerts (a reduction from 2022-23) which have all been investigated and our investigations have been submitted to the Local Authority (LA). Of these, one (that we raised against ourselves) was substantiated and one partially substantiated the other 5 were closed with no further action.

The safeguarding alerts are serious events that have led us or other providers to raise concerns. We have completed our lessons learned where required and shared best practice guidelines with all services where needed.

Three safeguarding alerts have been substantiated with all lessons learned and actions implemented. These safeguards have all been raised in our clinical governance committee to ensure that lessons are cascaded.

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.

Vincentian Values training

Our online system to Vincentian Values training which requires all new staff to complete within 6 months of appointment has proved to be an effective method of training and has ensured that people are aware of our history.

Pastoral care

Our Pastoral Lead who started in 2022, Sister Rosalie has been developed relationships with staff, families and residents. Attending family events and co-ordinating any pastoral needs

The way forward

Marillac Neurological Care Centre has experienced another positive year commercially and reputationally. Our relationships with our commissioners remain strong.

Our occupancy remains strong and communication with purchasers indicates that we are providing the service that is needed in the healthcare environment. We will continue to monitor our position carefully to ensure that if the market forces begin to alter then we have addressed our service offering accordingly.

Our governance has become stronger and our trustee involvement in our monthly governance meetings has ensured that we as the provider are operating with honesty and integrity.

Financial report for the year

A summary of the year's results can be found on page 20 of the attached financial statements.

In the year to 31 March 2024 income amounted to £7,962,666 (2023: £6,638,242). Expenditure for the year amounted to £7,139,414 (2023: £6,591,057).

Occupancy in the year remained high at 96.2%.

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 equal to between 3 and 6 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 2024 amounted to £3,020,361 (2023: £2,197,109).

The tangible fixed assets fund of £1,472,661 (2023: £565,308) 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 £22,915 (2023: £39,920) at 31 March 2024.

General funds, or free reserves, at 31 March 2024 totalled £1,524,785 (2023: £1,591,881) representing 2.56 months of recurring expenditure and hence were outside the reserves policy.

The financial position of MNCC at 31 March 2024 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 2024 Marillac Neurological Care Centre held funds on behalf of residents totalling £7,109 (2023: £12,636) 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	Sister Kathleen Fox
Barry Hawkins	Sister Mary Timmons
Dr Michael Apps	Sean O'Hare
Clive Edwards	

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. We have received 4 applications in the year ending 2024 and have shortlisted all 4. 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 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 are mitigating this through a full and robust recruitment and retention strategy that has been successful as we have made some appointments. We are now in the process of recruiting a bank of qualified nurses. We have reduced our reliance on agency staffing by bringing control of booking staff under one person rather than each unit. This has resulted in a more efficient use of resources and hence less reliance on high-cost agency staff.
- ◆ 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 Head of Care 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 taken the decision to commence formal fundraising on the back of a successful informal approach to a local business which gained a substantial donation. It has followed this up with a further approach and has been informed this too will be successful. MNCC has instigated a fundraising group to formalise our approach and look into the feasibility of employing 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 2024, MNCC received no complaints about its fundraising activities (2023: 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.

Trustees' report Year ended 31 March 2024

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.
- ◆ To the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust, for your unstinting support and generosity in granting us independence.

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

Date of approval: 20 November 2024

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

Opinion

We have audited the financial statements of Marillac Neurological Care Centre for the year ended 31 March 2024, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 affairs of Marillac Neurological Care Centre as at 31 March 2024 and of 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 financial statements section of our report. We are independent of the foundation 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 ability of Marillac Neurological Care Centre 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, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 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 is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has 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; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- ◆ We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company. We determined that the following laws and frameworks were most significant: The Companies Act 2006, the Charities Act 2011, The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (SORP (FRS102)), the Care Standards Act 2000 and safeguarding regulations.
- ◆ We obtained an understanding of how the charitable company is complying with these legal and regulatory frameworks by making enquiries to those responsible for legal and compliance procedures. Through our enquiries we corroborated these views by our review of the minutes of trustees' meetings. Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- ◆ Making enquiries of management as to their knowledge of any actual, suspected or alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested journal entries to identify unusual transactions;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ Tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- ◆ Performed substantive testing on expenditure incurred to ensure it complied with the charitable company's stated purpose.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of trustees' meetings and enquiring of management and trustees as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 Year ended 31 March 2024

Use of our report

This report is made solely to the charitable company's member, 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 member 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 member, as a body, for our audit work, for this report, or for the opinions we have formed.

Peter Mackereth (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

21 November 2024

Statement of financial activities (including income and expenditure account) Year ended 31 March 2024

	Notes	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
Income from:							
Donations and Legacies	1	264,341	621,413	885,754	13,083	70,355	83,438
Interest receivable		29,131	—	29,131	5,798	—	5,798
Charitable activities							
. Fees and related charges		6,842,213	—	6,842,213	6,360,532	—	6,360,532
Other sources	2	205,568	—	205,568	188,474	—	188,474
Total income		7,341,253	621,413	7,962,666	6,567,887	70,355	6,638,242
Expenditure on:							
Charitable activities							
. Nursing care and related services	3	7,099,907	39,507	7,139,414	6,558,427	32,630	6,591,057
Total expenditure		7,099,907	39,507	7,139,414	6,558,427	32,630	6,591,057
Net income and net movement in funds	6	241,346	581,906	823,252	9,460	37,725	47,185
Transfer between funds		598,911	(598,911)	—	19,200	(19,200)	—
Reconciliation of funds:							
Balances brought forward at 1 April 2023		2,157,189	39,920	2,197,109	2,128,529	21,395	2,149,924
Balances carried forward at 31 March 2024		2,997,446	22,915	3,020,361	2,157,189	39,920	2,197,109

All activities derived from continuing operations.

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

Balance sheet 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	9		1,472,661		565,308
Current assets					
Debtors	10	815,866		670,473	
Cash at bank and in hand		1,094,675		<u>1,243,416</u>	
		1,910,541		<u>1,913,889</u>	
Creditors: amounts falling due within one year	11	(362,841)		<u>(282,088)</u>	
Net current assets			1,547,700		1,631,801
Total net assets			<u>3,020,361</u>		<u>2,197,109</u>
Represented by:					
Funds					
Restricted funds	12		22,915		39,920
Unrestricted funds					
. Tangible fixed assets fund	13	1,472,661		565,308	
. General fund		1,524,785		<u>1,591,881</u>	
			2,997,446		2,157,189
			<u>3,020,361</u>		<u>2,197,109</u>

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 November 2024

Registered Company Number: 12085591 (England and Wales)

Statement of cash flows Year ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	869,486	(8,035)
Cash flows from investing activities:			
Interest received		29,131	5,798
Purchase of tangible fixed assets		(1,047,358)	(187,800)
Net cash used in investing activities		(1,018,227)	(182,002)
Change in cash and cash equivalents in the year		(148,741)	(190,037)
Cash and cash equivalents at 1 April 2023	B	1,243,416	1,433,453
Cash and cash equivalents at 31 March 2024	B	1,094,675	1,243,416

Notes to the statement of cash flows for the year to 31 March 2024.

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

	2024 £	2023 £
Net movement in funds (as per the statement of financial activities)	823,252	47,185
Adjustments for:		
Depreciation charge	140,005	144,751
Interest receivable	(29,131)	(5,798)
(Increase) in debtors	(145,393)	(106,785)
Increase/(decrease) in creditors	80,753	(87,388)
Net cash (used in) provided by operating activities	869,486	(8,035)

B Analysis of cash and cash equivalents

	2024 £	2023 £
Total cash and cash equivalents: Cash at bank and in hand	1,094,675	1,243,416

C Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash	1,243,416	(148,741)	1,094,675
Total	1,243,416	(148,741)	1,094,675

Principal accounting policies Year ended 31 March 2024

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 2024 with comparative information provided in respect to the year to 31 March 2023.

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; the assessment of any bad or doubtful debts; and the assessments of whether legacy income should be recognised in the financial statements.

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.

Assessment of going concern (continued)

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.

Principal accounting policies Year ended 31 March 2024

Expenditure recognition (continued)

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.

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.

1 Income from: Donations and Legacies

	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
Donation from the Daughters of Charity of St Vincent de Paul Charitable Trust	—	500,000	500,000	—	—	—
Legacies	19,470	—	19,470	—	—	—
Other donations and grants	244,871	121,413	366,284	13,083	70,355	83,438
	264,341	621,413	885,754	13,083	70,355	83,438

2 Income from: Other sources

	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
DCSVP cross charges (note 18)	152,145	—	152,145	144,900	—	144,900
Cafeteria income	29,398	—	29,398	21,515	—	21,515
Miscellaneous income	24,025	—	24,025	22,059	—	22,059
	205,568	—	205,568	188,474	—	188,474

3 Expenditure on: Nursing care and related services

	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
Staff costs (note 7)	5,461,812	36,068	5,497,880	5,005,675	15,785	5,021,460
Premises	948,547	1,697	950,244	846,510	957	847,467
Provisions	156,196	—	156,196	146,352	—	146,352
Patient welfare	214,970	1,742	216,712	227,488	102	227,590
Other expenses	208,093	—	208,093	217,212	15,786	232,998
Support costs (note 4)	111,289	—	111,289	115,190	—	115,190
	7,099,907	39,507	7,139,414	6,558,427	32,630	6,591,057

4 Support costs

	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
Staff costs (note 7)	20,651	—	20,651	15,606	—	15,606
Central administration	32,770	—	32,770	31,862	—	31,862
Bank charges	1,099	—	1,099	9,257	—	9,257
Legal and professional fees	42,108	—	42,108	38,845	—	38,845
Governance costs (note 5)	14,661	—	14,661	19,620	—	19,620
	111,289	—	111,289	115,190	—	115,190

5 Governance costs

	Un-restricted funds £	Restricted funds £	Total funds 2024 £	Un-restricted funds £	Restricted funds £	Total funds 2023 £
Auditor's remuneration	14,661	—	14,661	19,620	—	19,620

6 Net income and net movement in funds

This is stated after charging:

	Total funds 2024 £	Total funds 2023 £
Staff costs (note 7)	5,518,531	5,037,066
Auditor's remuneration – inclusive of VAT		
. Statutory audit fees	13,950	13,164
. Tax advisory services fees	711	6,456
Operating lease rentals	59,409	56,688
Depreciation	140,005	144,751
Rental charge for land and buildings	80,000	76,000

7 Staff costs and trustees' remuneration

	2024 £	2023 £
Staff costs during the year were as follows:		
Wages and salaries	4,062,482	3,704,876
Redundancy costs	—	13,998
Social security costs	345,305	333,630
Other pension costs	137,897	112,300
	4,545,684	4,164,804
Agency costs	972,847	872,262
	5,518,531	5,037,066
Staff costs per function were as follows:		
Nursing care and related services	5,497,880	5,021,460
Support services	20,651	15,606
	5,518,531	5,037,066

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

	2024 No.	2023 No.
Nursing and care staff	162	145
Administration functions	20	16
	182	161

7 Staff costs and trustees' remuneration (continued)

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

	2024	2023
	No.	No.
Nursing and care staff	109	108
Administration functions	13	11
	122	119
	2024	2023
	No.	No.
£60,001 - £70,000	2	—
£70,001 - £80,000	2	1
£80,001 - £90,000	—	1
£100,001 - £110,000	1	—
£110,001 - £120,000	1	—
£120,001 - £130,000	—	1
£170,001 - £180,000	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 £634,256 (2023: £545,756).

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 (2023: £nil) although one of the trustees, Dr Michael Apps, was paid £nil (2023: £750) by the charity for his services as a consultant physician. No expenses were reimbursed to the trustees during the year (2023: 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 2023	730,431	259,455	9,349	999,235
Additions	972,804	74,554	—	1,047,358
Disposals and eliminations	(31,537)	(77,657)	—	(109,194)
At 31 March 2024	1,671,698	256,352	9,349	1,937,399
Depreciation				
At 1 April 2023	287,530	137,049	9,348	433,927
Charge for the year	84,975	55,030	—	140,005
On disposals and eliminations	(31,537)	(77,657)	—	(109,194)
At March 2024	340,968	114,422	9,348	465,738
Net book values				
At 31 March 2024	1,330,730	141,930	1	1,472,661
At 31 March 2023	442,901	122,406	1	565,308

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

	2024 £	2023 £
Fees and charges	766,219	616,120
Prepayments and accrued income	49,647	54,079
Other debtors	—	274
	815,866	670,473

11 Creditors: amounts falling due within one year

	2024 £	2023 £
Expense creditors	112,195	96,917
Social security and other taxes	91,397	68,027
Accruals	131,716	89,304
Fees in advance	22,400	22,400
Other creditors	5,133	5,440
	362,841	282,088

12 Restricted funds

The income 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 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Sensory garden fund	550	—	(550)	—	—
Rehabilitation kitchen fund	8,000	—	—	—	8,000
Generator fund	5,800	84,000	—	(89,800)	—
St Catherine's Unit fund	378	—	(378)	—	—
Catherine Nicol award fund	3,000	—	—	—	3,000
Hardship fund	374	30	(154)	—	250
Mandy Sheridan fund	1,921	240	—	—	2,161
Hanging baskets fund	6,376	—	(1,147)	—	5,229
Resident activities fund	13,521	1,075	(1,210)	(9,111)	4,275
Electricity Upgrade fund	—	500,000	—	(500,000)	—
Other miscellaneous funds	—	36,068	(36,068)	—	—
	39,920	621,413	(39,507)	(598,911)	22,915

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
<i>Sensory garden fund</i>	550	—	—	—	550
<i>Rehabilitation kitchen fund</i>	8,000	—	—	—	8,000
<i>Generator fund</i>	—	25,000	—	(19,200)	5,800
<i>St Catherine's Unit fund</i>	378	—	—	—	378
<i>Catherine Nicol award fund</i>	3,000	—	—	—	3,000
<i>Hardship fund</i>	453	24	(103)	—	374
<i>Mandy Sheridan fund</i>	1,681	240	—	—	1,921
<i>Hanging baskets fund</i>	7,333	—	(957)	—	6,376
<i>Resident activities fund</i>	—	13,521	—	—	13,521
<i>Other miscellaneous funds</i>	—	31,570	(31,570)	—	—
	21,395	70,355	(32,630)	(19,200)	39,920

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

- ◆ Sensory garden fund
This fund comprises of money specifically given for the use in the sensory garden for the residents' use.
- ◆ Rehabilitation kitchen fund
This fund comprises of money given specifically towards expenditure in relation to the new rehabilitation kitchen.
- ◆ Generator fund
This fund comprised money donated to Marillac Neurological Care Centre to be used for specific expenses in relation to the provision of a generator.

12 Restricted funds (continued)

- ◆ St Catherine's Unit fund
This fund comprises money given specifically towards expenditure in relation to St Catherine's Unit.
- ◆ 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.
- ◆ Resident activities fund
This fund comprises money to provide activities specifically for the residents.
- ◆ Electricity Upgrade fund
This fund comprises money to upgrade the electricity supply.
- ◆ Other miscellaneous funds
These comprised various donations, given for specific purposes, all of which were spent in full during the year.

13 Tangible fixed assets fund

	Total 2024 £	Total 2023 £
At 1 April	565,308	499,539
Net movement in year	907,353	65,769
At 31 March	1,472,661	565,308

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 2024 £
Fund balances at 31 March 2024				
are represented by:				
Tangible fixed assets	—	1,472,661	—	1,472,661
Current assets	1,887,626	—	22,915	1,910,541
Creditors: amounts falling due within one year	(362,841)	—	—	(362,841)
Total net assets	1,524,785	1,472,661	22,915	3,020,361
	General fund £	Tangible fixed assets fund £	Restricted funds £	Total 2023 £
Fund balances at 31 March 2023				
are represented by:				
Tangible fixed assets	—	565,308	—	565,308
Current assets	1,873,969	—	39,920	1,913,889
Creditors: amounts falling due within one year	(282,088)	—	—	(282,088)
Total net assets	1,591,881	565,308	39,920	2,197,109

15 Capital commitments

At 31 March 2024, Marillac Neurological Care Centre had £46,454 capital commitments in respect to improvement to premises that had been authorised but not contracted for (2023: £40,000).

16 Leasing commitments

Operating leases

At 31 March 2024, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect to equipment and motor vehicles:

	2024 £	2023 £
Amounts falling due:		
. Within one year	72,324	47,754
. After one but within five years	136,057	114,168
Total	208,381	161,922

16 Leasing commitments (continued)

Operating leases (continued)

At 31 March 2024, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect of rent:

	2024 £	2023 £
Amounts falling due:		
. Within one year	83,920	80,000
. After one but within five years	335,680	320,000
After 5 years	1,846,240	1,840,000
Total	2,265,840	2,240,000

17 Rental Income

Operating leases – rent receivable

At 31 March 2024, Marillac Neurological Care Centre had the following future minimum receivables under non-cancellable operating leases in respect of rental income.

	2024 £	2023 £
Amounts falling due:		
. Within one year	69,391	66,150
. After one but within five years	277,565	264,600
After 5 years	832,696	859,950
Total	1,179,653	1,190,700

18 Controlling party and related party transactions

Controlling party

Marillac Neurological Care Centre is 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.

18 Controlling party and related party transactions (continued)

Controlling party (continued)

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.

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 Charitable Trust. 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 £152,145 (2023: £144,900) relating to cross charges with The Daughters of Charity of St Vincent de Paul Charitable Trust. This consisted of two elements – a rental charge for the use of the land and buildings (£66,150) and a charge for the provision of catering facilities (£85,995).

During the year Marillac Neurological Care Centre paid £80,000 (2023: £76,000) to the Daughters of Charity of St Vincent de Paul Charitable Trust in respect of a rental charge for the use of the land and buildings.

Transactions with trustees

A trustee of the charity, Dr Michael Apps, was paid £0 (2023: £750) by Marillac Neurological Care Centre for his services as a consultant physician.

Other related party transactions

Other than those noted above and in note 7 to these financial statements, there were no other related party transactions requiring disclosure (2023: none).

19 Custodian funds

As at 31 March 2024 Marillac Neurological Care Centre held funds on behalf of residents totalling £7,109 (2023: £12,636) 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.

MARILLAC NEUROLOGICAL CARE CENTRE

England & Wales - Charity number 1184495

Accounts

Marillac Neurological Care Centre

Annual Report and Financial Statements

31 March 2023

Charity Registration Number 1184495

Company Limited by Guarantee

Registration Number 12085591 (England and Wales)

Contents

Reports

Reference and administrative details of the charitable company, its trustees and advisers	2
Trustees' report	3
Independent auditor's report	14

Financial Statements

Statement of financial activities	19
Balance sheet	20
Statement of cash flows	21
Principal accounting policies	22
Notes to the financial statements	27

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

Trustees	Peter Nicol Sister Kathleen Fox Ian Restall Barry Hawkins Christopher Chandler (resigned 25 October 2022) Dr Michael Apps Sister Mary Timmons Rev Abraham Lawrence Catherine Woodhead (appointed 20 June 2022 and resigned 26 November 2023)
Company Secretary and Director of Finance	Beverley Hill
CEO	Paul Dixon
Director of Nursing	Precious Mazengera
Director of Estates	David Thorpe (resigned 8 February 2023)
Director of Therapies	Suzana Scheele De Moraes
Director of Admissions and Marketing	Lyndsay Vincent (appointed 1 April 2022)
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 Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Principal Bankers HSBC
91 High Street
Brentwood
Essex
CM14 4RU

Trustees' report Year ended 31 March 2023

The trustees present their report together with the financial statements of Marillac Neurological Care Centre (MNCC) for the year ended 31 March 2023. 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 22 to 26 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 is 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.

Until midnight on 31 March 2021, Marillac Neurological Care Centre was part of a registered charity - Daughters of Charity of St Vincent de Paul Charitable Trust, Charity Registration Number 236803 (England and Wales) and Charity Registration Number SCO39155 (Scotland).

On 1 April 2021, in accordance with a legal transfer of undertakings agreement, the activities, assets and liabilities of MNCC were transferred as a going concern to Marillac Neurological Care Centre. As part of the transfer, the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust agreed to transfer an additional £600,000 of that charity's funds to the new charitable company to ensure that it commenced activity with free reserves in line with its reserves policy.

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.

Objectives and aims (continued)

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

Covid-19

The Marillac Neurological Care Centre recovered from Covid in a strong position. Covid challenged MNCC and the way that it delivered services. It allowed us the opportunity to review our systems in a stress tested environment which has resulted in some changes in practice. This has been well received by the staff who were empowered to suggest and implement new ways of working that would benefit the residents.

Development of facilities

Our facilities have been improved by investment and management. Our Estates Department has implemented a process of repair or replacement for items of risk and has ensured that the estate is fit for purpose. We have in the past not taken a proactive approach to maintenance. A condition survey was procured which highlighted the lack of investment. In the past 12 months fire access doors, repointed brickwork, refitted laundry services as well as refurbishing concreted areas have all been done. The Estates Team has worked tirelessly to ensure that the site looks fit for purpose externally as well as internally. A large amount of work is present in the preparation of rooms for each new resident with every room decorated and deep cleaned before every admission.

Progress during the year (continued)

Development of facilities (continued)

The site is now in very good condition with a weekly walk around by the Estates Manager and CEO identifying areas of improvement and potential long term cost savings. This is exemplified by all railings being resurfaced and painted or replaced where necessary.

A rolling programme of redecoration and refurbishment has been implemented as has essential ground maintenance which includes tree removal, as necessary.

Development of services

Our services have an outstanding reputation within the healthcare community which has led to very high occupancy levels of 95% compared to the NHS occupancy of 92% (Nuffield Trust: <https://www.nuffieldtrust.org.uk/resource/chart-of-the-week-are-a-greater-proportion-of-nhs-hospital-beds-being-occupied-this-winter>)

The complexity of our services is recognised by our purchasers as being extremely high. At one point we had more people using enteral feeding than the local NHS Trust.

Our services continue to develop in line with service need. We analyse our referrals and conduct a paper review on all referrals. We host a bed management meeting with all clinical parties represented to ensure that we are meeting the needs of the patients that are referred.

Our services, in discussion with our purchasers, continue to provide the services required by the NHS. When we have received feedback one comment received was to expand the service. All feedback that we received has been reviewed and where possible implemented.

Regular verbal feedback is gathered via the Director of Admissions and this is fed back to Senior Team and Board within regular reporting structures.

There has been no major change to service provision as identified needs of both residents and commissioners remain stable.

Development of staff

In order to provide a high level of care to our residents, we recognise that our staff are vital. We strive hard to recognise and reward the hard work undertaken, often in stressful and emotional situations.

We provide a free employee assistance program for all employees and access to occupational health and psychology.

We also actively encourage training and development of all employees who are able to attend additional funded training in many areas on top of their mandatory training. We are currently sponsoring seven employees on Nursing/Care Apprenticeships as well as two on a management apprenticeship and one on an MBA course.

Progress during the year (continued)

Development of staff (continued)

During the year, we were able to provide a mid-year pay rise as well as an annual pay rise. We also recognised the difficulties our staff were facing with the cost-of-living crisis and assisted by providing a supermarket gift card to all employees.

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 conducts audits on all areas and specifically reviews and structures the audits received from the clinical groups looking at any trends and feeding this back to the Board.

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. We 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. Our staffing manager has worked tirelessly to ensure that safe staffing levels are maintained which is credit to the whole staff group that they have ensured the unit has been maintained.

The Fundraising group has been developed to lead on and advise the board on the fundraising strategy including the recruitment of a Fundraising and Partnerships Manager.

Safeguarding

We have experienced eight safeguarding alerts which have all been investigated and our investigations have been submitted to the Local Authority (LA). There has been no attendance on site from the LA to look into any of the safeguarding alerts that we have raised or that have been raised against us.

The safeguarding alerts are serious events that have led us or other providers to raise concerns. We have completed our lessons learned where required and shared best practice guidelines with all services where needed.

Three safeguarding alerts have been substantiated with all lessons learned and actions implemented. These safeguards have all been raised in our clinical governance committee to ensure that lessons are cascaded.

Progress during the year (continued)

Inspections

MNCC was inspected by CQC and found to be “requires improvement” due to a medication issue that was actioned by the service on the day. This issue was contested by MNCC as all actions taken were considered appropriate; however, an opposite view was taken by CQC. There is no action plan ongoing as the situation was resolved before the inspector left the site.

Vincentian Values training

We have developed a new online system for Vincentian Values training which all new staff are required to complete within six months of appointment.

Pastoral care

We have a new Pastoral Lead who started in 2022, Sister Rosalie. She has been developing relationships with staff, families and residents.

The way forward

The Marillac Neurological Care Centre has experienced another positive year commercially and reputationally. Our relationships with our commissioners remain strong.

Our occupancy remains strong and communication with purchasers indicates that we are providing the service that is needed in the healthcare environment. We will continue to monitor our position carefully to ensure that if the market forces begin to alter then we have addressed our service offering accordingly.

Our governance has become stronger and our trustee involvement in our monthly governance meetings has ensured that we as the provider are operating with honesty and integrity.

Financial report for the year

A summary of the year's results can be found on page 20 of the attached financial statements.

In the year to 31 March 2023 income amounted to £6,638,242 (2022: £6,900,584 before the transfer of net assets). 2022 income included a one off transfer of £600,000 from the Daughters of Charity of St Vincent De Paul Charitable Trust. Expenditure for the year amounted to £6,591,057 (2022: £6,225,207).

Occupancy in the year remained high at 94.84%.

Financial report for the year (continued)

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 equal to between 3 and 6 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 2023 amounted to £2,197,109 (2022: £2,149,924).

The tangible fixed assets fund of £565,308 (2022: £499,539) represents the net book value of Marillac Neurological Care Centre's tangible fixed assets after deducting the finance lease obligations 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 £39,920 (2022: £21,395) at 31 March 2023.

General funds, or free reserves, at 31 March 2023 totalled £1,591,881 (2022: £1,628,990) representing 2.9 months and hence were just outside the reserves policy.

The financial position of MNCC at 31 March 2023 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 aftermath of Covid-19 and the current macroeconomic climate.

Custodian funds

As at 31 March 2023 Marillac Neurological Care Centre held funds on behalf of residents totalling £12,636 (2022: £18,801) 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.

Governance and organisation

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

Ian Restall

Dr Michael Apps

Rev Abraham Lawrence

Sister Kathleen Fox

Barry Hawkins

Sister Mary Timmons

Governance and organisation (continued)

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 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;

Governance and organisation (continued)

Statement of trustees' responsibilities (continued)

- ◆ 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.

Risk management (continued)

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 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 are mitigating this through a full and robust recruitment and retention strategy that has been successful as we have made some appointments. We are now in the process of recruiting a bank of qualified nurses. We have reduced our reliance on agency staffing by bringing control of booking staff under one person rather than each unit. This has resulted in a more efficient use of resources and hence less reliance on high-cost agency staff.
- ◆ 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 Head of Care 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.

Risk management (continued)

- ◇ 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 taken the decision to commence formal fundraising on the back of a successful informal approach to a local business which gained a substantial donation. It has followed this up with a further approach and has been informed this too will be successful. MNCC has instigated a fundraising group to formalise our approach and look into the feasibility of employing 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 2023, MNCC received no complaints about its fundraising activities (2022 – 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. During the Covid-19 pandemic we have been unable to invite such persons on to the site but since the year end have started to welcome back this valuable resource.

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.
- ◆ To the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust, for your unstinting support and generosity in granting us independence.

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

Date of approval: 24/10/2023

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

Opinion

We have audited the financial statements of Marillac Neurological Care Centre for the year ended 31 March 2023, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 affairs of Marillac Neurological Care Centre as at 31 March 2023 and of 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 financial statements section of our report. We are independent of the foundation 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 ability of Marillac Neurological Care Centre to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has 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; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- ◆ We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company. We determined that the following laws and frameworks were most significant: The Companies Act 2006, the Charities Act 2011, The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (SORP (FRS102)), the Care Standards Act 2000 and safeguarding regulations.
- ◆ We obtained an understanding of how the charitable company is complying with these legal and regulatory frameworks by making enquiries to those responsible for legal and compliance procedures. Through our enquiries we corroborated these views by our review of the minutes of trustees' meetings. Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- ◆ Making enquiries of management as to their knowledge of any actual, suspected or alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested journal entries to identify unusual transactions;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ Tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- ◆ Performed substantive testing on expenditure incurred to ensure it complied with the charitable company's stated purpose.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of trustees' meetings and enquiring of management and trustees as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Other matters

In the previous accounting period, the charitable company was dormant and an audit was not required. Therefore, the prior period financial statements were not subject to audit.

Independent auditor's report Year ended 31 March 2023

Use of our report

This report is made solely to the charitable company's member, 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 member 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 member, as a body, for our audit work, for this report, or for the opinions we have formed.

Amanda Francis (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

1 November 2023

Statement of financial activities (including income and expenditure account) Year ended 31 March 2023

	Notes	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
Income from:							
Grants and donations	1	13,083	70,355	83,438	615,338	156,305	771,643
Interest receivable		5,798	—	5,798	71	—	71
Charitable activities							
. Fees and related charges		6,360,532	—	6,360,532	5,952,336	—	5,952,336
Other sources	2	188,474	—	188,474	176,534	—	176,534
		6,567,887	70,355	6,638,242	6,744,279	156,305	6,900,584
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust	20	—	—	—	1,451,122	23,425	1,474,547
Total income		6,567,887	70,355	6,638,242	8,195,401	179,730	8,375,131
Expenditure on:							
Charitable activities							
. Nursing care and related services	3	6,558,427	32,630	6,591,057	6,066,872	158,335	6,225,207
Total expenditure		6,558,427	32,630	6,591,057	6,066,872	158,335	6,225,207
Net income and net movement in funds	6	9,460	37,725	47,185	2,128,529	21,395	2,149,924
Transfer between funds		19,200	(19,200)	—	—	—	—
Reconciliation of funds:							
Balances brought forward at 1 April 2022		2,128,529	21,395	2,149,924	—	—	—
Balances carried forward at 31 March 2023		2,157,189	39,920	2,197,109	2,128,529	21,395	2,149,924

The charitable company commenced activity with effect from 1 April 2021. All activities derived from continuing operations.

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

Balance sheet 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	9		565,308		522,259
Current assets					
Debtors	10	670,473		563,688	
Cash at bank and in hand		1,243,416		<u>1,433,453</u>	
		1,913,889		<u>1,997,141</u>	
Creditors: amounts falling due within one year	11	(282,088)		<u>(369,476)</u>	
Net current assets			1,631,801		<u>1,627,665</u>
Total net assets			<u>2,197,109</u>		<u>2,149,924</u>
Represented by:					
Funds					
Restricted funds	12		39,920		21,395
Unrestricted funds					
. Tangible fixed assets fund	13	565,308		499,539	
. General fund		1,591,881		<u>1,628,990</u>	
			2,157,189		<u>2,128,529</u>
			<u>2,197,109</u>		<u>2,149,924</u>

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: 24/10/2023

Registered Company Number: 12085591 (England and Wales)

Principal accounting policies Year ended 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(8,035)	1,034,548
Cash flows from investing activities:			
Interest received		5,798	71
Purchase of tangible fixed assets		(187,800)	(90,300)
Net cash used in investing activities		(182,002)	(90,229)
Cash flows from financing activities			
Capital element of finance lease rentals		—	(47,551)
Net cash used in financing activities		—	(47,551)
Change in cash and cash equivalents in the year		(190,037)	896,768
Cash and cash equivalents transferred from Daughters of Charity of St Vincent de Paul Charitable Trust		—	536,685
Cash and cash equivalents at 1 April 2022	B	1,433,453	—
Cash and cash equivalents at 31 March 2023	B	1,243,416	1,433,453

Notes to the statement of cash flows for the year to 31 March 2023.

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

	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	47,185	2,149,924
Adjustments for:		
Depreciation charge	144,751	151,040
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust	—	(1,474,547)
Interest receivable	(5,798)	(71)
(Increase)/decrease in debtors	(106,785)	164,282
(Decrease)/increase in creditors	(87,388)	43,920
Net cash (used in) provided by operating activities	(8,035)	1,034,548

B Analysis of cash and cash equivalents

	2023 £	2022 £
Total cash and cash equivalents: Cash at bank and in hand	1,243,416	1,433,453

C Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash	1,433,453	(190,037)	1,243,416
Finance lease obligations	(22,720)	22,720	—
Total	1,410,733	(167,317)	1,243,416

Principal accounting policies Year ended 31 March 2023

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 2023 with comparative information provided in respect to the year to 31 March 2022.

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.

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; the assessment of any bad or doubtful debts; and the assessments of whether legacy income should be recognised in the financial statements.

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.

The trustees have considered the potential impact of the aftermath of the Covid-19 pandemic and the current macroeconomic and geopolitical climate on Marillac Neurological Care Centre. They have concluded that there may be some negative consequences such as increased overheads (including PPE) and higher staffing costs, alongside increased energy costs (costs predicted to increase 4-fold). However, they also acknowledge that occupancy remains high and relationships with commissioners are good.

Assessment of going concern (continued)

Whilst accepting that there will be challenges ahead, given the foregoing, 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, including Coronavirus Job Retention Scheme funding and Covid -19 Pandemic grants.

During the year ended 31 March 2022, the transfer of assets and liabilities from the Daughters of Charity of St Vincent de Paul Charitable Trust has been accounted for as a donation from one charity to another and has been included as income as at the date set out in the legal transfer agreement between the two entities.

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.

Principal accounting policies Year ended 31 March 2023

Income recognition (continued)

Funding from the Coronavirus Job Retention Scheme is credited to the statement of financial activities when the foundation becomes entitled to the funding and when the amount can be quantified.

Funding from the Coronavirus Pandemic grants are credited to the statement of financial activities when the charity becomes entitled to the funding and when the amount can be quantified.

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.

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 is 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.

Principal accounting policies Year ended 31 March 2023

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 after deducting the finance lease obligations in respect to furniture and equipment which form part of unrestricted funds. 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.

Principal accounting policies Year ended 31 March 2023

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.

1 Income from: Grants and donations

	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
Donation from the Daughters of Charity of St Vincent de Paul Charitable Trust	—	—	—	600,000	—	600,000
Covid-19 grants	—	—	—	—	142,410	142,410
Other donations and grants	13,083	70,355	83,438	15,338	13,895	29,233
	13,083	70,355	83,438	615,338	156,305	771,643

Since the year end, the charity has been made aware that it has become entitled to a legacy amounting to £244,871 to be used for the benefit of the residents.

2 Income from: Other sources

	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
DCSVP cross charges (note 18)	144,900	—	144,900	138,000	—	138,000
Cafeteria income	21,515	—	21,515	17,841	—	17,841
Coronavirus Job Retention Scheme funding	—	—	—	6,805	—	6,805
Miscellaneous income	22,059	—	22,059	13,888	—	13,888
	188,474	—	188,474	176,534	—	176,534

3 Expenditure on: Nursing care and related services

	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
Staff costs (note 7)	5,005,675	15,785	5,021,460	4,582,379	140,968	4,723,347
Premises	846,510	957	847,467	777,478	17,270	794,748
Provisions	146,352	—	146,352	133,750	—	133,750
Patient welfare	227,488	102	227,590	258,675	97	258,772
Other expenses	217,213	15,785	232,998	198,743	—	198,743
Support costs (note 4)	115,190	—	115,190	115,847	—	115,847
	6,558,427	32,630	6,591,057	6,066,872	158,335	6,225,207

4 Support costs

	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
Staff costs (note 7)	15,606	—	15,606	14,510	—	14,510
Central administration	31,862	—	31,862	39,087	—	39,087
Bank charges	9,257	—	9,257	12,810	—	12,810
Legal and professional fees	38,845	—	38,845	36,670	—	36,670
Governance costs (note 5)	19,620	—	19,620	12,770	—	12,770
	115,190	—	115,190	115,847	—	115,847

5 Governance costs

	Un-restricted funds £	Restricted funds £	Total funds 2023 £	Un-restricted funds £	Restricted funds £	Total funds 2022 £
Auditor's remuneration	19,620	—	19,620	12,770	—	12,770

6 Net income and net movement in funds

This is stated after charging:

	Total funds 2023 £	Total funds 2022 £
Staff costs (note 7)	5,037,066	4,737,857
Auditor's remuneration – inclusive of VAT		
. Statutory audit fees	13,164	12,770
. Tax advisory services fees	6,456	—
Operating lease rentals	56,688	65,182
Depreciation	144,751	151,040
Rental charge for land and buildings	76,000	72,000

7 Staff costs and trustees' remuneration

	2023 £	2022 £
Staff costs during the year were as follows:		
Wages and salaries	3,704,876	3,855,208
Redundancy costs	13,998	—
Social security costs	333,630	335,368
Other pension costs	112,300	110,827
	4,164,804	4,301,403
Agency costs	872,262	436,454
	5,037,066	4,737,857
Staff costs per function were as follows:		
Nursing care and related services	5,021,460	4,723,347
Support services	15,606	14,510
	5,037,066	4,737,857

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

	2023 No.	2022 No.
Nursing and care staff	145	152
Administration functions	16	18
	161	170

7 Staff costs and trustees' remuneration (continued)

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

	2023 No.	2022 No.
Nursing and care staff	108	117
Administration functions	11	13
	119	130

No (2022: two) employees earned between £60,000 to £70,000, 1 employee earned between £70,000 to £80,000 (2022: none), 1 employee earned between £80,000 to £90,000 (2022: none), No (2022: one) employee earned between £110,000 to £120,000, and 1 employee earned between £120,000 to £130,000 (2022: none) per annum (including taxable benefits but excluding employer's pension contributions) during the year.

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 £545,756 (2022: £411,917).

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 (2022 - £nil) although one of the trustees, Dr Michael Apps, was paid £750 (2022: £3,000) by the charity for his services as a consultant physician. No expenses were reimbursed to the trustees during the year (2022 - 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 2022	611,832	482,903	9,349	1,104,084
Additions	142,098	45,702	—	187,800
Disposals and eliminations	(23,499)	(269,150)	—	(292,649)
At 31 March 2023	730,431	259,455	9,349	999,235
Depreciation				
At 1 April 2022	243,421	329,056	9,348	581,825
Charge for the year	67,608	77,143	—	144,751
On disposals and eliminations	(23,499)	(269,150)	—	(292,649)
At March 2023	287,530	137,049	9,348	433,926
Net book values				
At 31 March 2023	442,901	122,406	1	565,308
At 31 March 2022	368,411	153,847	1	522,259

9 Tangible fixed assets (continued)

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.

Items of furniture and equipment with a carrying value of £nil (2022: £26,559) are held under finance leases. The accumulated depreciation on these assets totals £nil (2022: £201,091).

10 Debtors

	2023 £	2022 £
Fees and charges	616,120	517,325
Prepayments and accrued income	54,079	46,343
Other debtors	274	20
	670,473	563,688

11 Creditors: amounts falling due within one year

	2023 £	2022 £
Expense creditors	96,917	103,547
Social security and other taxes	68,027	154,935
Finance lease obligations (note 16)	—	22,720
Accruals	89,304	53,577
Fees in advance	22,400	22,400
Other creditors	5,440	11,614
Amounts due to the Daughters of Charity of St Vincent de Paul Charitable Trust (note 18)	—	683
	282,088	369,476

12 Restricted funds

The income 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 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Sensory garden fund	550	—	—	—	550
Rehabilitation kitchen fund	8,000	—	—	—	8,000
Generator fund	—	25,000	—	(19,200)	5,800
St Catherine's Unit fund	378	—	—	—	378
Catherine Nicol award fund	3,000	—	—	—	3,000
Hardship fund	453	24	(103)	—	374
Mandy Sheridan fund	1,681	240	(957)	—	1,921
Hanging baskets fund	7,333	—	—	—	6,376
Resident activities fund	—	13,521	—	—	13,521
Other miscellaneous funds	—	31,570	(31,570)	—	—
	21,395	70,355	(32,630)	(19,200)	39,920

	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
<i>Sensory garden fund</i>	—	1,526	(976)	550
<i>Rehabilitation kitchen fund</i>	—	8,000	—	8,000
<i>Infection control fund</i>	—	142,410	(142,410)	—
<i>St Catherine's Unit fund</i>	—	378	—	378
<i>Catherine Nicol award fund</i>	—	3,000	—	3,000
<i>Hardship fund</i>	—	550	(97)	453
<i>Mandy Sheridan fund</i>	—	1,681	—	1,681
<i>Hanging baskets fund</i>	—	9,185	(1,852)	7,333
<i>Other miscellaneous funds</i>	—	13,000	(13,000)	—
	—	179,730	(158,335)	21,395

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

- ◆ Sensory garden fund
This fund comprises of money specifically given for the use in the sensory garden for the residents' use.
- ◆ Rehabilitation kitchen fund
This fund comprises of money given specifically towards expenditure in relation to the new rehabilitation kitchen.
- ◆ Generator fund
This fund comprised money donated to Marillac Neurological Care Centre to be used for specific expenses in relation to the provision of a generator.
- ◆ Infection control fund
This fund comprised money donated to Marillac Neurological Care Centre to be used for specific expenses in relation to the Covid 19 Pandemic.

12 Restricted funds (continued)

- ◆ St Catherine's Unit fund
This fund comprises money given specifically towards expenditure in relation to St Catherine's Unit.
- ◆ 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.
- ◆ Resident activities fund
This fund comprises money to provide activities specifically for the residents.
- ◆ Other miscellaneous funds
These comprised various donations, given for specific purposes, all of which were spent in full during the year.

13 Tangible fixed assets fund

	Total 2023 £	Total 2022 £
At 1 April	499,539	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust (note 20)	—	512,728
Net movement in year	65,769	(13,189)
At 31 March	565,308	499,539

The tangible fixed assets fund represents the net book value of tangible fixed assets after deducting the finance lease obligations in respect to furniture and equipment held as unrestricted funds. 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 2023 £
Fund balances at 31 March 2023				
are represented by:				
Tangible fixed assets	—	565,308	—	565,308
Current assets	1,873,969	—	39,920	1,913,889
Creditors: amounts falling due within one year	(282,088)	—	—	(282,088)
Total net assets	1,591,881	565,308	39,920	2,197,109
	General fund £	Tangible fixed assets fund £	Restricted funds £	Total 2022 £
Fund balances at 31 March 2022				
are represented by:				
Tangible fixed assets	—	522,259	—	522,259
Current assets	1,975,746	—	21,395	1,997,141
Creditors: amounts falling due within one year	(346,756)	(22,720)	—	(369,476)
Total net assets	1,628,990	499,539	21,395	2,149,924

15 Capital commitments

At 31 March 2023, Marillac Neurological Care Centre had £40,000 capital commitments in respect to improvement to premises that had been authorised but not contracted for (2022: £nil).

16 Leasing commitments

Operating leases

At 31 March 2023, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect to equipment and motor vehicles:

	2023 £	2022 £
Amounts falling due:		
. Within one year	47,754	60,701
. After one but within five years	114,168	101,484
Total	161,922	162,185

17 Leasing commitments (continued)

Operating leases (continued)

At 31 March 2023, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect of rent:

	2023 £	2022 £
Amounts falling due:		
. Within one year	80,000	76,000
. After one but within five years	320,000	320,000
After 5 years	1,840,000	1,920,000
Total	2,240,000	2,316,000

Finance leases

At 31 March 2023, Marillac Neurological Care Centre had the following future minimum commitments under finance leases in respect to furniture and equipment:

	2023 £	2022 £
Amounts falling due:		
. Within one year	—	27,274
Amounts representing interest	—	4,554
Total (note 11)	—	22,720

17 Rental Income

Operating leases – rent receivable

At 31 March 2023, Marillac Neurological Care Centre had the following future minimum receivables under non-cancellable operating leases in respect of rental income.

	2023 £	2022 £
Amounts falling due:		
. Within one year	66,150	63,000
. After one but within five years	264,600	252,000
After 5 years	859,950	882,000
Total	1,190,700	1,197,000

18 Controlling party and related party transactions

Controlling party

Control of Marillac Neurological Care Centre lies with its member and parent entity, 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)). The registered office of the Daughters of Charity of St Vincent de Paul Services is Provincial House, The Ridgeway, Mill Hill, London, NW7 1RE.

18 Controlling party and related party transactions (continued)

Controlling party (continued)

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.

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 Charitable Trust. 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 £144,900 (2022: £138,000) relating to cross charges with The Daughters of Charity of St Vincent de Paul Charitable Trust. This consisted of two elements – a rental charge for the use of the land and buildings (£63,000) and a charge for the provision of catering facilities (£81,900).

A total of £21,000 (2022: £20,000) was received from the community at Warley and £42,000 (2022: £40,000) from Seton Care Unit at Warley (a unit specifically for the care of older Sisters) (both integral parts of the Daughters of Charity of St Vincent de Paul Charitable Trust) in respect of a rental charge for the use of the land and buildings.

A total of £31,500 (2022: £30,000) was received from the community at Warley and £50,400 (2022: £48,000) from Seton Care Unit at Warley (a unit specifically for the care of older Sisters) (both integral parts of the Daughters of Charity of St Vincent de Paul Charitable Trust) in recognition of the provision of catering facilities.

During the year Marillac Neurological Care Centre paid £76,000 (2022: £72,000) to the Daughters of Charity of St Vincent de Paul Charitable Trust in respect of a rental charge for the use of the land and buildings.

At 31 March 2023 Marillac Neurological Care Centre was indebted to Seton Care Unit, an integral part of the Daughters of Charity of St Vincent de Paul Charitable Trust, in the amount of £nil (2022: £683).

18 Related party transactions and controlling entity (continued)

Transactions with trustees

A trustee of the charity, Dr Michael Apps, was paid £750 (2022: £3,000) by Marillac Neurological Care Centre for his services as a consultant physician.

Other related party transactions

Other than those noted above and in note 7 to these financial statements, there were no other related party transactions requiring disclosure (2022 – none).

19 Custodian funds

As at 31 March 2023 Marillac Neurological Care Centre held funds on behalf of residents totalling £12,636 (2022: £18,801) 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.

20 Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust

With effect from 1 April 2021, the activities, assets and liabilities of MNCC held within the Daughters of Charity of St Vincent de Paul Charitable Trust (Charity Registration No 236803) were transferred as a going concern to Marillac Neurological Care Centre in accordance with a legal transfer of undertakings agreement. The net assets at that date comprised:

	1 April 2021 £
Tangible fixed assets	
. Cost	1,129,433
. Depreciation	(546,434)
	<u>582,999</u>
Debtors	727,970
Cash at bank and in hand	536,685
Creditors: amounts falling due within one year	(348,376)
Creditors: amounts falling due after one year	(24,731)
	<u>1,474,547</u>

The assets and liabilities were represented by the following funds:

	1 April 2021 £
Restricted funds	23,425
General funds	938,394
Tangible fixed assets fund	512,728
	<u>1,474,547</u>

MARILLAC NEUROLOGICAL CARE CENTRE

England & Wales - Charity number 1184495

Accounts

Marillac Neurological Care Centre

Annual Report and Financial Statements

31 March 2022

Charity Registration Number 1184495

Company Limited by Guarantee

Registration Number 12085591 (England and Wales)

Contents

Reports

Reference and administrative details of the charitable company, its trustees and advisers	2
Trustees' report	3
Independent auditor's report	14

Financial Statements

Statement of financial activities	19
Balance sheet	20
Statement of cash flows	21
Principal accounting policies	23
Notes to the financial statements	28

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

Trustees	Peter Nicol Sister Kathleen Fox Ian Restall Barry Hawkins Christopher Chandler Dr Michael Apps Sister Mary Timmons Rev Abraham Lawrence Catherine Woodhead (appointed 20 June 2022)
Company Secretary and Director of Finance	Beverley Hill
CEO	Paul Dixon
Director of Nursing	Precious Mazengera
Director of Estates	David Thorpe
Director of Therapies	Suzana Scheele De Moraes
Director of Admissions and Marketing	Lyndsay Vincent (appointed 1 April 2022)
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

Auditors Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Principal Bankers HSBC
91 High Street
Brentwood
Essex
CM14 4RU

Trustees' report Year ended 31 March 2022

The trustees present their report together with the financial statements of Marillac Neurological Care Centre (MNCC) for the year ended 31 March 2022. 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 23 to 27 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 is 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.

Until midnight on 31 March 2021, Marillac Neurological Care Centre was part of a registered charity - Daughters of Charity of St Vincent de Paul Charitable Trust, Charity Registration Number 236803 (England and Wales) and Charity Registration Number SCO39155 (Scotland).

On 1 April 2021, in accordance with a legal transfer of undertakings agreement, the activities, assets and liabilities of MNCC were transferred as a going concern to Marillac Neurological Care Centre, a charitable company registered in England and Wales (Company Registration No 12085591) and registered with the Charity Commission (Charity Registration No. 1184495). As part of the transfer, the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust agreed to transfer an additional £600,000 of the that charity's funds to the new charitable company to ensure that it commenced activity with free reserves in line with its reserves policy.

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

Covid-19

The Marillac Neurological Care Centre has experienced Covid-19 first hand. The effects of Covid-19 are wide ranging. From the human level, people have been infected and as residents been part of an outbreak which meant 28 days of isolation and no visitors. Staff with a positive screen would have to isolate for 10 days and receive basic pay.

From the organisation level the cost of Personal Protective Equipment (PPE) with no assistance has been hard to bear. The service managed to maintain safe levels of PPE and ensure the safety of staff as much as humanly possible.

As a business we survived the enforced lockdowns, enforced isolation and increased cost at a time that staffing became a huge issue. We experienced forced termination of employment where the government insisted on staff being double vaccinated by law only to rescind when the NHS complained.

Progress during the year (continued)

Covid-19 (continued)

We are proud to have not lost anyone during Covid at a time where lots of services were not as fortunate. We are proud of our staff coming to work every day, often staying on longer to ensure that the units were safe.

Development of facilities

Our facilities have been improved by investment and management. Our Director of Estates has implemented a process of repair or replacement for items of risk and has ensured that the estate is fit for purpose. We have in the past not taken a proactive approach to maintenance but we have altered this year. A condition survey was procured which highlighted the lack of investment. In the past 12 months we have replaced 2 walls that were assessed as a risk. We have replaced 30-45 % of the flat roofs (previously felt now fibreglass) now under 20 year guarantee. We have commenced the structural work on the existing planning permission for the generator.

The site is now in very good condition with a weekly walk around by the Director of Estates and his team identifying areas of improvement and potential long term cost savings. This is exemplified by the roll out of LED lighting on the units which was completed in house.

A rolling programme of redecoration and refurbishment has begun including a complete refurbishment of the rehabilitation bungalows and the redesign and refitting of wheelchair friendly bathroom doors. We have created additional office space for the Senior Management Team (SMT) and Head of Department. Offices on the 1st floor are air conditioned.

External redecoration has taken place with street lights repainted and LEDs replaced. The front façade was repainted and car parking lines have been replaced. A new Electric Vehicle (EV) charging point has been installed to help our green agenda.

Development of services

Our services have an outstanding reputation within the Healthcare community which has led to very high occupancy levels of 95.94% compared to the NHS occupancy of 92% (Nuffield Trust: <https://www.nuffieldtrust.org.uk/resource/chart-of-the-week-are-a-greater-proportion-of-nhs-hospital-beds-being-occupied-this-winter>)

The complexity of our services is recognised by our purchasers as being extremely high. At one point we had more people using enteral feeding than the local NHS Trust.

Our services continue to develop in line with service need. We analyse our referrals and conduct a paper review on all referrals. We host a bed management meeting with all clinical parties represented to ensure that we are meeting the needs of the patients that are referred.

Progress during the year (continued)

Development of services (continued)

Our services, in discussion with our purchasers, continue to provide the services required by the NHS. When we have received feedback one comment received was to expand the service.

Quality of care

We have strengthened our management of quality of care with a new governance arrangement. Becoming independent allowed us to review our governance and to create a new system. We have three sub-groups to the Board of Trustees - all have Trustee and SMT representation. The sub-groups are Finance, Clinical and Audit with a fourth under planning stage.

The Audit group conducts audits on all areas and specifically reviews and structures the audits received from the clinical groups looking at any trends and feeding this back to the Board.

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. We 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. Our staffing manager has worked tirelessly to ensure that safe staffing levels are maintained which is credit to the whole staff group that they have ensured the unit has been maintained.

Safeguarding

We have experienced seven safeguarding alerts which have all been investigated and our investigations have been submitted to the Local Authority (LA). There has been no attendance on site from the LA to look into any of the safeguarding alerts that we have raised or that have been raised against us.

The safeguarding alerts are serious events that have led us or other providers to raise concerns. We have completed our lessons learned where required and shared best practice guidelines with all services where needed.

Our safeguarding alerts that we would have expected to be closed range from 11 months old through to 6 months. We are awaiting closure and have not been requested to submit further information.

Progress during the year (continued)

Inspections

We have received no inspection from the CQC to our services this year. We were anticipating an inspection as we are a new organisation and, as such, would normally be inspected within the first year.

Vincentian Values training

Due to Covid-19 our Values training has been difficult to manage. We have managed to ensure that our new Trustees have received the training. We are currently discussing ways of implementing Venetian Values Training in the future.

Pastoral care

We have celebrated our Pastoral Leader Sister Catherine completing her time at Marillac Neurological Care Centre. She has provided pastoral support to residents, families and staff over the length of her stay and has always been on hand to help and assist. Her service to MNCC cannot be underestimated and she goes with our fondest and best wishes to somewhere else that needs her.

We have a new Pastoral Lead who starts in 2022, Sister Rosalie, who we will introduce next year.

The way forward

The Marillac Neurological Care Centre has experienced it's first full year as an independent charity. The outcomes were positive financially and the organisation is going in the correct direction.

Our occupancy remains strong and communication with purchasers indicates that we are providing the service that is needed in the healthcare environment. We will continue to monitor our position carefully to ensure that if the market forces begin to alter then we have addressed our service offering accordingly.

Our governance has become stronger and our trustee involvement in our monthly governance meetings has ensured that we as the provider are operating with honesty and integrity.

Financial report for the year

A summary of the year's results can be found on page 19 of the attached financial statements.

In the year to 31 March 2022 income amounted to £6,900,584 (2021: £nil) excluding the transfer of net assets amounting to £1,474,547 from Daughters of Charity of St Vincent de Paul Charitable Trust, with expenditure being £6,225,207 (2021: £nil).

Occupancy in the year remained high at 95.94%.

Financial report for the year (continued)

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 equal to between 3 and 6 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 2022 amounted to £2,149,924 (2021: £nil).

The tangible fixed assets fund of £499,539 (2021: £nil) represents the net book value of Marillac Neurological Care Centre's tangible fixed assets after deducting the finance lease obligations 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 £21,395 (2021: £nil).

General funds, or free reserves, at 31 March 2022 totalled £1,628,990 (2021: £nil) representing 3.14 months and hence were in line with the reserves policy.

The financial position of MNCC at 31 March 2022 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 of Covid-19 and the macroeconomic climate.

Custodian funds

As at 31 March 2022 Marillac Neurological Care Centre held funds on behalf of residents totalling £18,801 (2021: £nil) 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.

Governance and organisation

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
Sister Kathleen Fox
Ian Restall
Barry Hawkins
Christopher Chandler
Dr Michael Apps
Sister Mary Timmons
Rev Abraham Lawrence
Catherine Woodhead

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 Estates 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.

Governance and organisation (continued)

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.

Governance and organisation (continued)

Statement of trustees' responsibilities (continued)

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.

Risk management (continued)

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 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 are mitigating this by having a full and robust recruitment and retention strategy that has been successful as we have made some appointments. We are now in the process of recruiting a bank of qualified nurses. We have reduced our reliance on agency staffing by bringing control of booking staff under one person rather than each unit. This has resulted in a more efficient use of resources and hence less reliance on high-cost agency staff.
- ◆ 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 Head of Care 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.

Risk management (continued)

- ◆ 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 does not employ the services of Professional Fundraisers. MNCC undertakes to react to and investigate any complaints regarding its fundraising activities and to learn from them and improve its service. During 2022, MNCC received no complaints about its fundraising activities (2021 – 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. During the Covid-19 pandemic we have been unable to invite such persons on to the site but since the year end have started to welcome back this valuable resource.

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.
- ◆ To the trustees of the Daughters of Charity of St Vincent de Paul Charitable Trust, for your unstinting support and generosity in granting us independence.

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

Date of approval: 25/10/22

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

Opinion

We have audited the financial statements of Marillac Neurological Care Centre for the year ended 31 March 2022, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 affairs of Marillac Neurological Care Centre as at 31 March 2022 and of 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 financial statements section of our report. We are independent of the foundation 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 ability of Marillac Neurological Care Centre to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has 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; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

In identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- ◆ The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- ◆ We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company. We determined that the following laws and frameworks were most significant: The Companies Act 2006, the Charities Act 2011, The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (SORP (FRS102)), the Care Standards Act 2000 and safeguarding regulations.

Auditor's responsibilities for the audit of the financial statements (continued)

- ◆ We obtained an understanding of how the charitable company is complying with these legal and regulatory frameworks by making enquiries to those responsible for legal and compliance procedures. Through our enquiries we corroborated these views by our review of the minutes of trustees' meetings. Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- ◆ Making enquiries of management as to their knowledge of any actual, suspected or alleged fraud; and
- ◆ Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ Performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ Tested journal entries to identify unusual transactions;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ Tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- ◆ Performed substantive testing on expenditure incurred to ensure it complied with the charitable company's stated purpose.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of trustees' meetings and enquiring of management and trustees as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Auditor's responsibilities for the audit of the financial statements (continued)

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Other matters

In the previous accounting period, the charitable company was dormant and an audit was not required. Therefore, the prior period financial statements were not subject to audit.

Use of our report

This report is made solely to the charitable company's member, 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 member 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 member, as a body, for our audit work, for this report, or for the opinions we have formed.

Amanda Francis (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

2 December 2022

Statement of financial activities (including income and expenditure account) Year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Income from:							
Grants and donations	1	615,338	156,305	771,643	—	—	—
Interest receivable		71	—	71	—	—	—
Charitable activities							
. Fees and related charges		5,952,336	—	5,952,336	—	—	—
Other sources	2	176,534	—	176,534	—	—	—
		6,744,279	156,305	6,900,584	—	—	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust	20	1,451,122	23,425	1,474,547	—	—	—
Total income		8,195,401	179,730	8,375,131	—	—	—
Expenditure on:							
Charitable activities							
. Nursing care and related services	3	6,066,872	158,335	6,225,207	—	—	—
Total expenditure		6,066,872	158,335	6,225,207	—	—	—
Net income and net movement in funds	6	2,128,529	21,395	2,149,924	—	—	—
Reconciliation of funds:							
Balances brought forward at 1 April 2021		—	—	—	—	—	—
Balances carried forward at 31 March 2022		2,128,529	21,395	2,149,924	—	—	—

The charitable company commenced activity with effect from 1 April 2021. All activities derived from continuing operations.

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

Balance sheet 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	9		522,259		—
Current assets					
Debtors	10	563,688		—	
Cash at bank and in hand		1,433,453		—	
		1,997,141		—	
Creditors: amounts falling due within one year	11	(369,476)		—	
Net current assets			1,627,665		—
Total net assets			2,149,924		—
Represented by:					
Funds					
Restricted funds	12		21,395		—
Unrestricted funds					
. Tangible fixed assets fund	13	499,539		—	
. General fund		1,628,990		—	
			2,128,529		—
			2,149,924		—

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: 25/10/22

Registered Company Number: 12085591 (England and Wales)

Statement of cash flows Year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	1,034,548	—
Cash flows from investing activities:			
Interest received		71	—
Purchase of tangible fixed assets		(90,300)	—
Net cash used in investing activities		(90,229)	—
Cash flows from financing activities			
Capital element of finance lease rentals		(47,551)	—
Net cash used in financing activities		(47,551)	—
Change in cash and cash equivalents in the year		896,768	—
Cash and cash equivalents transferred from Daughters of Charity of St Vincent de Paul Charitable Trust		536,685	—
Cash and cash equivalents at 1 April 2021	B	—	—
Cash and cash equivalents at 31 March 2022	B	1,433,453	—

Notes to the statement of cash flows for the year to 31 March 2022.

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

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	2,149,924	—
Adjustments for:		
Depreciation charge	151,040	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust	(1,474,547)	—
Interest receivable	(71)	—
Decrease in debtors	164,282	—
Increase in creditors	43,920	—
Net cash provided by operating activities	1,034,548	—

B Analysis of cash and cash equivalents

	2022 £	2021 £
Total cash and cash equivalents: Cash at bank and in hand	1,433,453	—

Statement of cash flows Year ended 31 March 2022

C Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash	—	1,433,453	1,433,453
Finance lease obligations	—	(22,720)	(22,720)
Total	—	1,410,733	1,410,733

Principal accounting policies Year ended 31 March 2022

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 2022 with comparative information provided in respect to the year to 31 March 2021.

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

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; the assessment of any bad or doubtful debts; and the assessments of whether legacy income should be recognised in the financial statements.

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.

The trustees have considered the potential impact of the aftermath of the Covid-19 pandemic and the current macroeconomic and geopolitical climate on Marillac Neurological Care Centre. They have concluded that there may be some negative consequences such as increased overheads (including PPE) and higher staffing costs, alongside increased energy costs (costs predicted to increase 4-fold). However, they also acknowledge that occupancy remains high and relationships with commissioners are good.

Whilst accepting that there will be challenges ahead, given the foregoing, 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, including Coronavirus Job Retention Scheme funding and Covid -19 Pandemic grants.

During the year ended 31 March 2022, the transfer of assets and liabilities from the Daughters of Charity of St Vincent de Paul Charitable Trust has been accounted for as a donation from one charity to another and has been included as income as at the date set out in the legal transfer agreement between the two entities.

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.

Income recognition (continued)

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.

Funding from the Coronavirus Job Retention Scheme is credited to the statement of financial activities when the foundation becomes entitled to the funding and when the amount can be quantified.

Funding from the Coronavirus Pandemic grants are credited to the statement of financial activities when the charity becomes entitled to the funding and when the amount can be quantified.

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.

Principal accounting policies Year ended 31 March 2022

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.

- ◆ 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 after deducting the finance lease obligations in respect to furniture and equipment which form part of unrestricted funds. 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.

1 Income from: Grants and donations

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Donation from the Daughters of Charity of St Vincent de Paul Charitable Trust	600,000	—	600,000	—	—	—
Covid-19 grants	—	142,410	142,410	—	—	—
Other donations and grants	15,338	13,895	29,233	—	—	—
	615,338	156,305	771,643	—	—	—

2 Income from: Other sources

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
DCSVP cross charges (note 18)	138,000	—	138,000	—	—	—
Cafeteria income	17,841	—	17,841	—	—	—
Coronavirus Job Retention Scheme funding	6,805	—	6,805	—	—	—
Miscellaneous income	13,888	—	13,888	—	—	—
	176,534	—	176,534	—	—	—

3 Expenditure on: Nursing care and related services

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Staff costs (note 7)	4,582,379	140,968	4,723,347	—	—	—
Premises	777,478	17,270	794,748	—	—	—
Provisions	133,750	—	133,750	—	—	—
Patient welfare	258,675	97	258,772	—	—	—
Other expenses	198,743	—	198,743	—	—	—
Support costs (note 4)	115,847	—	115,847	—	—	—
	6,066,872	158,335	6,225,207	—	—	—

4 Support costs

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Staff costs (note 7)	14,510	—	14,510	—	—	—
Central administration	39,087	—	39,087	—	—	—
Bank charges	12,810	—	12,810	—	—	—
Legal and professional fees	36,670	—	36,670	—	—	—
Governance costs (note 5)	12,770	—	12,770	—	—	—
	115,847	—	115,847	—	—	—

Notes to the financial statements Year ended 31 March 2022

5 Governance costs

	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Auditor's remuneration	12,770	—	12,770	—	—	—

6 Net income and net movement in funds

This is stated after charging:

	Total funds 2022 £	Total funds 2021 £
Staff costs (note 7)	4,737,857	—
Auditor's remuneration – inclusive of VAT		
· Non-statutory audit fees	12,770	—
Operating lease rentals	65,182	—
Depreciation	151,040	—
Rental charge for land and buildings	72,000	—

7 Staff costs and trustees' remuneration

	2022 £	2021 £
Staff costs during the year were as follows:		
Wages and salaries	3,855,208	—
Social security costs	335,368	—
Other pension costs	110,827	—
	4,301,403	—
Agency costs	436,454	—
	4,737,857	—
Staff costs per function were as follows:		
Nursing care and related services	4,723,347	—
Support services	14,510	—
	4,737,857	—

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

	2022 No.	2021 No.
Nursing and care staff	152	—
Administration functions	18	—
	170	—

7 Staff costs and trustees' remuneration (continued)

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

	2022 No.	2021 No.
Nursing and care staff	117	—
Administration functions	13	—
	130	—

Two (2021: nil) employees earned £60,000 - £70,000 and one (2021: nil) employee earned £110,000 - £120,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year.

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 £395,930 (2021: £nil).

None of the trustees of the overall charity received any remuneration from Marillac Neurological Care Centre in respect of their services during the year (2021 - £nil). No expenses were reimbursed to the trustees during the year (2021 - 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 improve- ments £	Furniture and equipment £	Motor vehicles £	Total £
Cost or valuation				
At 1 April 2021	—	—	—	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust (note 20)	567,213	552,871	9,349	1,129,433
Additions	44,619	45,681	—	90,300
Disposals and eliminations	—	(115,649)	—	(115,649)
At 31 March 2022	611,832	482,903	9,349	1,104,084
Depreciation				
At 1 April 2021	—	—	—	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust (note 20)	184,898	352,188	9,348	546,434
Charge for the year	58,523	92,517	—	151,040
On disposals and eliminations	—	(115,649)	—	(115,649)
At March 2022	243,421	329,056	9,348	581,825
Net book values				
At 31 March 2022	368,411	153,847	1	522,259
At 31 March 2021	—	—	—	—

9 Tangible fixed assets (continued)

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.

Items of furniture and equipment with a carrying value of £26,559 (2021: £nil) are held under finance leases. The accumulated depreciation on these assets totals £201,091 (2021: £nil).

10 Debtors

	2022 £	2021 £
Fees and charges	517,325	—
Prepayments and accrued income	46,343	—
Other debtors	20	—
	563,688	—

11 Creditors: amounts falling due within one year

	2022 £	2021 £
Expense creditors	103,547	—
Social security and other taxes	154,935	—
Finance lease obligations (note 16)	22,720	—
Accruals	53,577	—
Fees in advance	22,400	—
Other creditors	11,614	—
Amounts due to the Daughters of Charity of St Vincent de Paul Charitable Trust (note 18)	683	—
	369,476	—

12 Restricted funds

The income 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 2021 £	Income £	Expenditure £	At 31 March 2022 £
Sensory garden fund	—	1,526	(976)	550
Rehabilitation kitchen fund	—	8,000	—	8,000
Infection control fund	—	142,410	(142,410)	—
St Catherine's Unit fund	—	378	—	378
Catherine Nicol award	—	3,000	—	3,000
fund Hardship fund	—	550	(97)	453
Mandy Sheridan fund	—	1,681	—	1,681
Hanging baskets fund	—	9,185	(1,852)	7,333
Other miscellaneous funds	—	13,000	(13,000)	—
	—	179,730	(158,335)	21,395

There were no movements or balances on restricted funds during the year ended 31 March 2021.

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

- ◆ Sensory garden fund
This fund comprises of money specifically given for the use in the sensory garden for the residents' use.
- ◆ Rehabilitation kitchen fund
This fund comprises of money given specifically towards expenditure in relation to the new rehabilitation kitchen.
- ◆ St Catherine's Unit fund
This fund comprises money given specifically towards expenditure in relation to St Catherine's Unit.
- ◆ 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.
- ◆ Infection control fund
This fund comprised money donated to Marillac Neurological Care Centre to be used for specific expenses in relation to the Covid 19 Pandemic.
- ◆ Hardship fund
This fund comprises money given specifically towards expenditure for residents who do not have their own funds

12 Restricted funds (continued)

- ◆ 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.

13 Tangible fixed assets fund

	Total 2022 £	Total 2021 £
At 1 April	—	—
Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust (note 20)	512,728	
Net movement in year	(13,189)	—
At 31 March	499,539	—

The tangible fixed assets fund represents the net book value of tangible fixed assets after deducting the finance lease obligations in respect to furniture and equipment held as unrestricted funds. 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 2022 £
Fund balances at 31 March 2022				
Are represented by:				
Tangible fixed assets	—	522,259	—	522,259
Current assets	1,975,746	—	21,395	1,997,141
Creditors: amounts falling due within one year	(346,756)	(22,720)	—	(369,476)
Total net assets	1,628,990	499,539	21,395	2,149,924
	General fund £	Tangible fixed assets fund £	Restricted funds £	Total 2021 £
Fund balances at 31 March 2021				
Are represented by:				
Tangible fixed assets	—	—	—	—
Current assets	—	—	—	—
Creditors: amounts falling due within one year	—	—	—	—
Total net assets	—	—	—	—

15 Capital commitments

At 31 March 2022, Marillac Neurological Care Centre had no capital commitments (2021: £nil).

16 Leasing commitments

Operating leases

At 31 March 2022, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect to equipment and motor vehicles:

	2022 £	2021 £
Amounts falling due:		
. Within one year	60,701	—
. After one but within five years	101,484	—
Total	162,185	—

16 Leasing commitments (continued)

At 31 March 2022, Marillac Neurological Care Centre had the following future minimum commitments under non-cancellable operating leases in respect of rent:

	2022 £	2021 £
Amounts falling due:		
. Within one year	76,000	—
. After one but within five years	320,000	—
. After 5 years	1,920,000	—
Total	2,316,000	—

Finance leases

At 31 March 2022, Marillac Neurological Care Centre had the following future minimum commitments under finance leases in respect to furniture and equipment:

	2022 £	2021 £
Amounts falling due:		
. Within one year	27,274	—
Amounts representing interest	4,554	—
Total (note 11)	22,720	—

17 Rental Income

Operating leases – rent receivable

At 31 March 2022, Marillac Neurological Care Centre had the following future minimum receivables under non-cancellable operating leases in respect of rental income

	2022 £	2021 £
Amounts falling due:		
. Within one year	63,000	—
. After one but within five years	252,000	—
. After 5 years	882,000	—
Total	1,197,000	—

18 Related party transactions and controlling entity

The Daughters of Charity of St Vincent de Paul Charitable Trust (Charity Registration No 236803) (the Trust) is connected to Marillac Neurological Care Centre by virtue of the fact that MNCC was until midnight on 31 March 2021 an integral part of the Trust. Two Sisters who sit on the Board of MNCC are Daughters of Charity of St Vincent de Paul. Assets and liabilities relating to MNCC were transferred to Marillac Neurological Care Centre on 1 April 2021 and a donation of £600,000 was also made during the year. Further detail is given in note 20 below.

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 Charitable Trust. 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 £138,000 (2021: £nil) relating to cross charges with The Daughters of Charity of St Vincent de Paul Charitable Trust.

This consisted of 2 elements – a rental charge for the use of the land and buildings (£60,000) and a charge for the provision of catering facilities (£78,000).

A total of £20,000 (2021: £nil) was received from the community at Warley and £40,000 (2021: £nil) from Seton Care Unit at Warley (a unit specifically for the care of older Sisters) (both integral parts of the Daughters of Charity of St Vincent de Paul Charitable Trust) in respect of a rental charge for the use of the land and buildings.

A total of £30,000 (2021: £nil) was received from the community at Warley and £48,000 (2021: £nil) from Seton Care Unit at Warley (a unit specifically for the care of older Sisters) (both integral parts of the Daughters of Charity of St Vincent de Paul Charitable Trust) in recognition of the provision of catering facilities.

During the year Marillac Neurological Care Centre paid £72,000 (2021: £nil) to the Daughters of Charity of St Vincent de Paul Charitable Trust in respect of a rental charge for the use of the land and buildings.

At 31 March 2022 Marillac Neurological Care Centre was indebted to Seton Care Unit, an integral part of the Daughters of Charity of St Vincent de Paul Charitable Trust, in the amount of £683 (2021: £nil).

A Trustee of the charity, Dr Michael Apps, was paid £3,000 (2021: £nil) by Marillac Neurological Care Centre for his services as a consultant physician.

Control of Marillac Neurological Care Centre lies with its member and parent entity, 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)). The registered office of the Daughters of Charity of St Vincent de Paul Services is Provincial House, The Ridgeway, Mill Hill, London, NW7 1RE.

Notes to the financial statements Year ended 31 March 2022

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.

19 Custodian funds

As at 31 March 2022 Marillac Neurological Care Centre held funds on behalf of residents totalling £18,801 (2021: £nil) 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.

20 Transfer from Daughters of Charity of St Vincent de Paul Charitable Trust

With effect from 1 April 2021, the activities, assets and liabilities of MNCC held within the Daughters of Charity of St Vincent de Paul Charitable Trust (Charity Registration No 236803) were transferred as a going concern to Marillac Neurological Care Centre in accordance with a legal transfer of undertakings agreement. The net assets at that date comprised:

	1 April 2021 £
Tangible fixed assets	
. Cost	1,129,433
. Depreciation	(546,434)
	<u>582,999</u>
Debtors	727,970
Cash at bank and in hand	536,685
Creditors: amounts falling due within one year	(348,376)
Creditors: amounts falling due after one year	(24,731)
	<u>1,474,547</u>

The assets and liabilities were represented by the following funds:

	1 April 2021 £
Restricted funds	23,425
General funds	938,394
Tangible fixed assets fund	512,728
	<u>1,474,547</u>