



The NeuroMuscular Centre

SOCIAL ACCOUNTS

2018-2019



Including Annual Report and Financial Statements

CONTENTS

04	Chief Executive's Overview of the Year	86	Environmental Impact
07	Introduction to Social Accounts	88	Conclusions and Summary
12	What are Neuromuscular Conditions?	91	Appendix 1: Glossary of Terms
14	How do we Compile our Social Accounts?	92	Appendix 2: Stakeholder Analysis
18	Mission and Values	94	Appendix 3: Referring Clinicians
20	Objective 1: Physical, Emotional and Mental Well-being	95	Appendix 4: NMC Staff Structure Diagram
40	Objective 2: Quality of life	96	Appendix 5: References
52	Objective 3: Enabling fulfilling and Productive Lives	98	Appendix 6: Compliances
68	Objective 4: Developing Potential	100	Financial Statements
82	How well does NMC live up to its Values?	131	Social Audit Statement
85	Economic Impact		

Welcome to our SOCIAL ACCOUNTS

The NeuroMuscular Centre (NMC) works with people who have neuromuscular conditions. In this booklet you will find an analysis of NMC's achievements in 2018-2019.



A FANTASTIC PLACE
WHERE I CAN
ACCESS SPECIALIST
PHYSIOTHERAPY AND
EXERCISE AS WELL AS
HAVING THE OPPORTUNITY
TO TRY NEW THINGS,
TRAINING AND MEETING
NEW PEOPLE WITH
SIMILAR ISSUES



Chief Executive's OVERVIEW OF THE YEAR

These Social Accounts tell the story of our Charity over the 2018-19 year and aim to focus on measuring and demonstrating the impact of our work.

The backdrop to the year has been that it was our first full year following our major building expansion. This meant we spent much of the year exploring and exploiting the opportunities of our newfound space. This is a charity that had functioned successfully for 27 years without any room in which you could hold big (more than 5 or 6 people) meetings or events. We have now created such a space and unleashed a swathe of new and exciting activities

and events. Through this surge of new activity we have had greater impact on many more people's lives who are affected by neuromuscular conditions. In these Social Accounts we will seek to show that impact.

We also spent 2018-19 re-establishing the Charity's sustainable funding mix following a period where we'd been heavily focused on raising capital funds for building work and drawing on reserves to achieve our goal. I'm pleased to

report that, despite austerity in public spending, NMC has navigated this period with some notable financial success.

In these Social Accounts you will read about how the NMC's capacity to treat people through specialist physiotherapy has increased;

DID YOU KNOW?
CAPACITY UP BY 20% IN 2018-19, HAVING GONE UP 31% IN 2017-18

In just the last 5 years we have virtually doubled the number of people regularly treated.

DID YOU KNOW?
THOSE REGULARLY TREATED UP FROM 220 IN 2015 TO 434 NOW

You'll read about the first full year of the NMC's neuromuscular gym. The only facility of its kind in the UK or Europe.

DID YOU KNOW?
275 PEOPLE NOW REGULARLY EXERCISE IN THE GYM

You'll read how the extra space has enabled us to increase the number of people studying at NMC.

DID YOU KNOW?
PEOPLE STUDYING IS UP FROM 47 LAST YEAR TO 68 THIS YEAR

You'll read about the range of special events or activities we have hosted; A mini festival combining social, support and information sharing; a new book club; a day of learning for clinicians; awards evenings; Tai Chi and Pilates classes and much more.

The NMC is a community who share the challenges of living with neuromuscular conditions. The strength of that community lies in the shared experiences and support that people give to one another. The positive impact of NMC is often rooted in people's shared lived experiences. People often ask me what they might expect to receive at NMC. I always explain that it's as much about what you might receive as what you might bring to help others. Our culture and our ethos combine this mutual support with expert specialist treatment and knowledge.

The NMC is a warm, positive, and informal place that manages to combine a highly professional work ethic with a sense of fun and sensitivity. These Social Accounts show just how powerful those ingredients are in the lives of those who are part of our community.





**A BRILLIANT PLACE
TO WORK AND BE
INSPIRED - A REAL
COMMUNITY**

INTRODUCTION to Social Accounts

Here are our thirteenth annual Social Accounts along with our Financial Report and Accounts for 2018-19.

Social Accounts have become a key part of how we measure the worth of our work at NMC. We have found the process invaluable over the last 13 years.

This set of accounts covers the full range of services we provide for people living with neuromuscular conditions and their family and Carers. There are two case studies to illustrate different aspects of our work and influence.



Development of the NEUROMUSCULAR CENTRE



A PLACE OF SAFETY, SECURITY
AND INCLUSION. THERE'S
PHYSICAL, MENTAL AND
EMOTIONAL SUPPORT
FOR ME AND MINE

NMC is now in its 30th year of providing our unique combination of life enhancing opportunities and support for people affected by neuromuscular conditions.

The NMC was 'born' in 1990 out of a dearth of services and opportunities for (mainly young) adults with neuromuscular conditions including muscular dystrophy, and family's fears in terms of lack of service and support. It was a determination to provide the support and opportunities, combined with an equal determination to

enable fulfilling and productive lives, for those living with these disabling conditions, that led to the foundation of NMC.

This new independent charity began to offer specialist Physiotherapy services on a very small scale, funded initially by one of the first Comic Relief Grants. Demand for services grew steadily and so too did NMC's resources.





THE NMC IS AN AMAZING PLACE. ITS 'CAN DO' ATTITUDE RUBS OFF INTO EVERYDAY LIFE

Size and Scope of NMC COMMUNITY

NMC is a community that totals over **3000** people. We have **1550** registered Physiotherapy patients who have a neuromuscular condition.



Of those about **600** people attended NMC during the year and of those we saw **434** on a regular (weekly, fortnightly or monthly) basis for Physiotherapy, Hydrotherapy and exercise.



We estimate that we tangibly and demonstrably support **700** Carers of individuals with a neuromuscular condition (this figure is almost certainly much higher) and that we have a close relationship with **300** of those Carers. It is difficult to accurately measure the reach of our support to Carers, many of whom do not actually attend the Centre on a regular basis but are perhaps supported remotely by phone or through the NMC's provision of breaks for those with neuromuscular conditions.

52 TOTAL STAFF TEAM

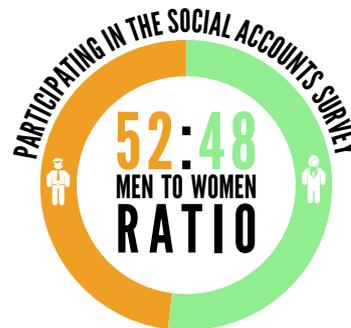
OF WHICH 24 HAVE A NEUROMUSCULAR CONDITION

The **350** volunteers that support the NMC by giving their time, energy, skill and expertise are also very much an essential element of our community.

47 PEOPLE WITH A NEUROMUSCULAR CONDITION UNDERTOOK TRAINING

BEING PART OF THE NMC, I NOW HAVE SOMEWHERE I CAN BE ME, AND I HAVE MADE FRIENDS... I'M ALWAYS COUNTING DOWN THE DAY UNTIL I'M NEXT IN BECAUSE I FEEL LIKE THE NMC IS MY HOME AND THE PEOPLE ARE MY EXTENDED FAMILY

A BREAKDOWN OF THE AGES OF THE 174 WHO COMPLETED THE SURVEY



Every year we survey many of those who use our services, and some of our other stakeholders, to gain their views about our work for our Social Accounts. The details of our methodology can be found later in the Social Accounts. This year 174 people completed this survey.

We have people who come from all over the UK, from a wide variety of backgrounds and circumstances. We also have a small number who come to us from continental Europe on a regular basis – highlighting the absence of comparable services elsewhere in the UK and Europe.

Whilst NMC has a largely adult focus, over the last 7 years we have introduced Short Break and Support services for younger teenagers to help them, and their families, successfully navigate the changes often referred to as ‘Transition’. Transition describes the move from childhood to the adult world. This often includes changes to key clinical, educational and social work support.

29 years on from the founding of NMC, there remains a dearth of Specialist Neuromuscular Physiotherapy service within the NHS. What

NMC offers, in terms of our Physiotherapy service, is a lifetime provision. We are there for an individual through all the different stages of the condition. Demand for all NMC’s services continues to grow, highlighting the gaps in public service provision for

people with neuromuscular conditions. There appear to be growing challenges getting help and support from Social Services, NHS, DWP and housing provision. Creating a great quality of life for those with neuromuscular conditions and those close to them is challenging.



What are NEUROMUSCULAR CONDITIONS?

Neuromuscular conditions (which include the muscular dystrophies)

are a group of disorders characterised by progressive muscle weakness and loss of muscle tissue.

These are relentless conditions with progressive and ongoing deterioration of the muscles. They are usually of genetic origin (hereditary).

Onset varies; birth, childhood or adulthood. At NMC we see a lot of people for whom the condition has only become disabling in adulthood.

There are more than 150 forms of neuromuscular condition. We work with the definition and range of conditions used by Muscular Dystrophy Association of Canada because leading clinicians with whom we work feel that it is appropriate, and it has the most comprehensive and expanded list.

Some of those conditions most commonly seen at NMC are;

- Spinal muscular atrophy
- Charcot Marie Tooth (peripheral neuropathy)
- Facioscapulohumeral dystrophy
- Myotonic dystrophy
- Limb girdle Muscular Dystrophy

- Duchenne Muscular Dystrophy
- Becker Muscular Dystrophy

They affect both genders and all ages, except the last 2 on the list above which almost always affect males only.

There is no cure at the moment, but Physiotherapy delays the degenerative process and deconditioning of the muscles.

Physiotherapy can help people stay stronger for longer, maintain flexibility and treat pain sometimes associated with the condition. Practical help and support can help people stay positive and maintain good all-round well-being.

More than 70,000 people in the UK have a neuromuscular condition. We estimate that 40,000 of those are adults over 18. This estimate is based on the knowledge and experience of the NMC clinical team and sense-checked with leading Clinicians in the field nationally.

NB. Refer to Glossary of Terms – Appendix 1



**NMC PHYSIO ENABLES ME TO CONTINUE TO
BE ACTIVE AND IT BENEFITS ME GREATLY IN
MAINTAINING THE STRENGTH I STILL HAVE**



How do we compile our SOCIAL ACCOUNTS?



Unlike financial accounts, there are fewer definitive figures to which we can refer. Social Accounting is a subtler process where the views of our stakeholders are the prime source of information. This is collected via questionnaires which aim to elicit responses relating to specific areas we are targeting in any year. We change the targeted areas from year to year to get a complete picture over a three to four-year

period. We will look at other stakeholders and other aspects of our objectives in next year's Social Accounting round.

For this approach to be successful, we base the questionnaires on the underlying principles of the NMC. Whilst everyone who comes to NMC is very much a part of our community,

THE
NARRATIVE OF
THE ACCOUNTS
IS WRITTEN BY
SEVERAL
AUTHORS

we distinguish, for these accounts, between those who have a neuromuscular condition, Carers (those people who are informal Carers of someone with a neuromuscular condition), family members and those who volunteer or work at NMC. This year we consulted those who come to the Centre and those Carers who do not generally attend the Centre. We used a single

multipurpose survey for those stakeholders we surveyed this year, supplemented with feedback and measures from other surveys and accumulated data from the year. To give an example of the cyclical consultation with Stakeholders, next year we shall consult with the wider clinical community and with our volunteers specifically, in addition to those core stakeholders – those who we aim to support directly through our work.

A full breakdown of our Stakeholders is at Appendix 2 on page 92.

This year's Accounts relate to the period April 2018 to March 2019.

We consult on our values every few years and have done so this time around. There was previously a comprehensive analysis in our Social Accounts 2014-15 and prior to that in 2011-12. The results of surveys about our values in previous years have been consistently positive and unwaveringly so. Analysis of this year's survey around values shows yet more of that consistently positive feedback. See page 82.

Our methodology for Case Study selection was to try to have a range of perspectives. Individuals were approached sensitively and carefully to ask if they might feel comfortable to share their story. We explained fully that

the Case Study would appear in the Social Accounting booklet attributed to them by name. We only approached these two people and they both happily agreed to participate.

In the following pages, you will see how we use the information gathered from the surveys to measure our progress against our four Objectives. We also break down the Objectives into much more detail to better inform our response to the various surveys.

The narrative of the Accounts is written by several authors. Our whole approach to Social Accounting is to embed it in our daily working lives and so contributing elements of to the Accounts each year is part of many people's role here. The contributions are gently edited so that the whole document reflects a certain degree of NMC 'house style' but equally the reader will detect different styles as they move from section to



section. We hope this gives character and personality and does not confuse or irritate.

This year we set out to try and have an accessible online survey. Historically we have used paper surveys backed up with emailable Word versions for those where physical completion is difficult due to condition. This year we enlisted the help of Manchester Metropolitan University research staff to enable a secure and professional platform.

This year's main survey was promoted to all in our community. Most of our 'promotional' activity encouraged completion of the survey online. The

survey was set up by Manchester Metropolitan University (MMU) research staff on their secure server. A link was shared in email or by scanning a QR code. This meant that people could complete the survey on their phones or computers. MMU lent us 2 iPads which had the survey link pre-loaded. We offered those to people in the Centre to complete whilst they were here. The survey was not promoted outside of our NMC community.

Each year we construct a brand-new survey with completely new questions and format each year. We find this keeps the process fresh for us as a team, and for those in our community asked to complete it. We

gently encourage people to participate and complete a survey, but it is a very non-coercive approach.

We are extremely pleased with the high response rates in this first year of trialling shifting the whole process away from paper survey forms. The response rates are good overall again this year and comparable to last year. We found that although the quantity of completed surveys remained broadly comparable, the quality (in the sense of people's written extra comments in comments boxes) was significantly up. Informal feedback suggests that our clients found it easier to type comments than to write on paper forms. We offered a paper form for individuals who were resistant, or just struggled, with online completion.

We do prioritise seeking feedback from those who have neuromuscular conditions although very much welcomed and encouraged feedback from others in our wider community.

THE RESPONSE RATES ARE GOOD OVERALL AGAIN THIS YEAR AND COMPARABLE TO LAST YEAR

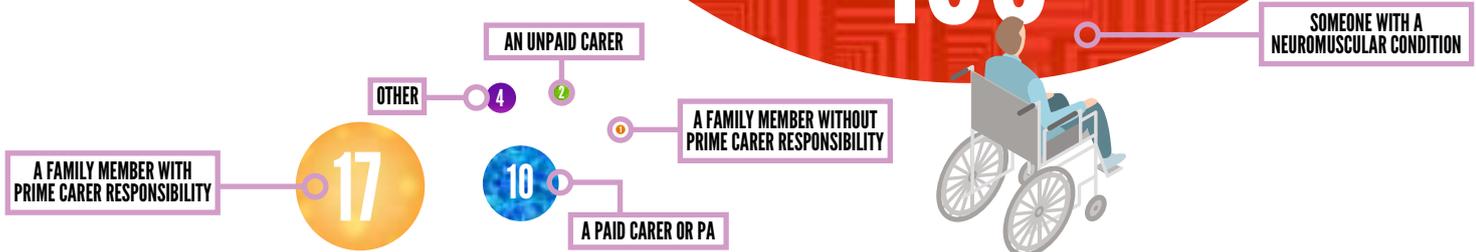
174
COMPLETED SURVEYS

131
COMPLETED ONLINE

43 COMPLETED ON PAPER



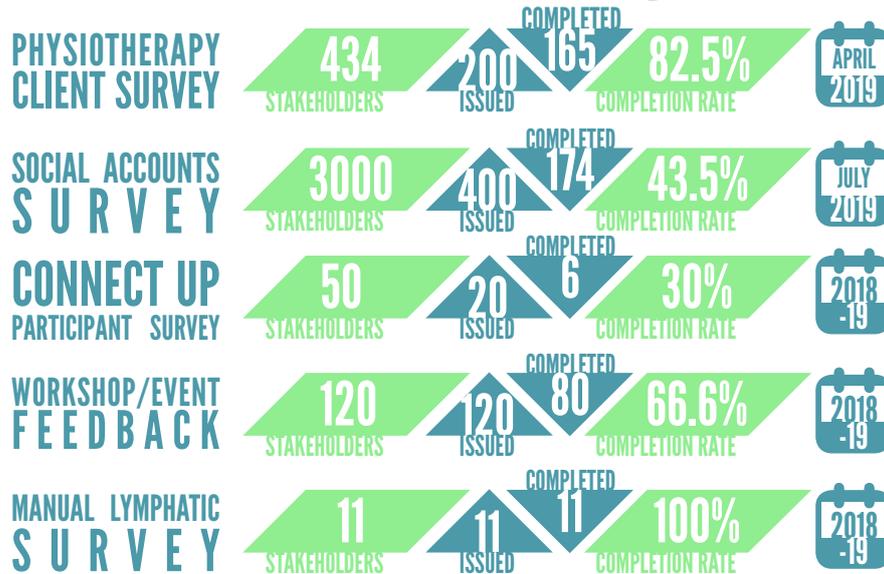
FURTHER BREAKDOWN OF THE 174 COMPLETED SURVEYS:



We also draw on, and reference in the Social Accounts, other surveys and materials used to demonstrate our social impact.

Notably 165 people who attend for physiotherapy completed the annual Physiotherapy survey and we draw substantial data from this to inform these Accounts.

The graphic on the right illustrates the survey types and numbers.





MISSION & VALUES

NMC MISSION, STRATEGIC PRIORITIES, OBJECTIVES AND VALUES



MISSION

NMC works together to support people affected by Muscular Dystrophy, creating an environment where full potential and optimal well-being can be achieved through employment, training and Physiotherapy.

- To provide a range of services, opportunities and support to improve the quality of lives for individuals affected both directly and indirectly by neuromuscular conditions.
- To provide adults with neuromuscular conditions with opportunities to lead fulfilling and economically productive lives
- To enable people with neuromuscular conditions to expand and fulfill their potential



OBJECTIVES

- To enable adults with neuromuscular conditions to maintain or improve their physical, mental and

emotional well-being.

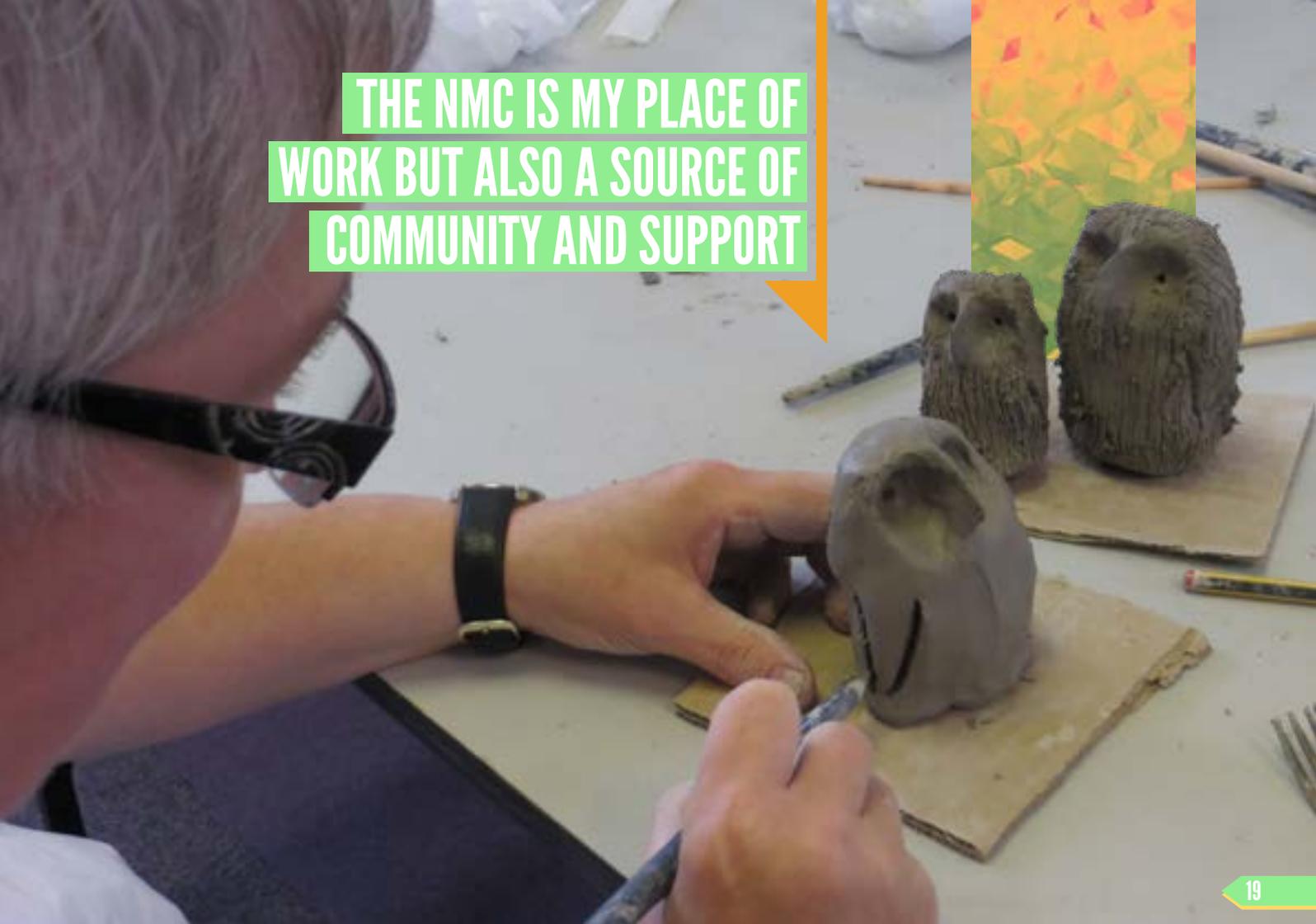


VALUES

The NMC has 8 values. These were last reviewed and relaunched to our community two years ago.

1. We are a caring organisation with an open management style which values and respects individuals
2. We enjoy what we do, creating a warm, welcoming and positive environment
3. We are an inclusive community which is informed, influenced and guided by people with neuromuscular conditions
4. We create and maintain an environment where disability is no barrier to achievement
5. We are innovative, creative and ambitious
6. We celebrate our successes and achievements
7. We believe it is important to create a high level of understanding of what we do in the wider community
8. We have the highest ethical and professional values and standards

**THE NMC IS MY PLACE OF
WORK BUT ALSO A SOURCE OF
COMMUNITY AND SUPPORT**



PHYSICAL, MENTAL AND EMOTIONAL WELL-BEING

To enable adults with neuromuscular conditions to maintain or improve their physical, mental and emotional well-being. We provide a range of physiotherapy and other interventions which include:

- A detailed assessment using standardised outcome measure tools that act as a baseline for evaluation of all interventions.
- Personalised active exercise programmes
- Muscle stretching techniques
- Hydrotherapy
- Assisted standing with tilt tables and specialist standing frames
- Acupuncture
- Respiratory treatment and preventative care
- Access to a range of specialist active/assisted exercise equipment
- Specific Manual therapy techniques for chronic pain
- Kinesiology taping
- Home exercise planning
- Treatment of musculoskeletal disorders
- Review of current condition prior to each treatment and a detailed annual reassessment
- Equipment advice and care support
- Complementary therapies
- Manual Lymphatic Drainage
- Early Intervention and Prevention services
- Activities to promote wellbeing – Gardening, Crafts and Environmental projects
- Mental Health activities including providing Mindfulness sessions
- Provide counselling and emotional support in times of personal crisis through one to one session with the Development and Support Manager.

INTRODUCTION & OVERVIEW

In this section of the Social Accounts we provide an analysis of the year's work by the Therapies team and assess the impact of that work. We also offer some reflections on the growth of impact of NMC on physical health and wellbeing over the last five years.

This five-year journey has been dramatic and transformative. We then focus in on the last 12 months and reflect on the impact our work has had in that period. NMC offers advanced specialised ongoing regular physiotherapy for those with neuromuscular conditions. This service has developed over 29 years and uses

unique treatment techniques specific for muscular dystrophy and other associated conditions. The NMC Therapies team provide detailed initial assessments, regular reassessments, and a large variety of treatments. An individual treatment plan is created in close collaboration with the clients allowing them to prioritise what is important to them. We believe this personalised approach targets needs better than the traditional therapist lead pathway.

The collaboration and support offered by Manchester Metropolitan University research staff and students has enabled a powerful transformation to take place. You will learn more about that collaboration and all these developments as well as the day to day achievements of the Therapies team over the last year.

This section of the Social Accounts is informed by the 2019 Social Accounts Survey which was completed by 174 people in total of whom 135 people had a neuromuscular condition. It is also informed by the 2019 NMC Physiotherapy Survey completed by 165 users of the NMC Physiotherapy service. Where relevant we have referenced previous Social Accounts surveys from recent years.

I ALWAYS FEEL POSITIVE AFTER I HAVE BEEN TO THE GYM. I FEEL ENCOURAGED AND A GENERAL FEELING OF THINGS ARE ACHIEVABLE IF I PUT THE EFFORT IN.



THE 5 YEARS SINCE WINNING GSK IMPACT AWARD

NMC has led the way as innovators of new practices in the approach to health and wellbeing for people with neuromuscular conditions since winning The King's Fund/GSK IMPACT Award in 2015. When we won this prestigious national award, clinicians and scientists were still unconvinced in the most part that there were benefits in patients doing active exercise. The NMC Therapies team, and many in our patient cohort, thought differently.

So, we built a gym, equipped it based on our specialist expertise. We struck up a great collaborative partnership with Manchester Metropolitan University (MMU) and set about a programme of research to determine if active exercise was beneficial. The results were unsurprising given previous indications noted. Active exercise was shown to provide a benefit and papers were published. This was disseminated worldwide. The global importance of this work is evidenced by the fact that no-one else provides this service or approach. Our gym changed the whole approach, we now see active exercise as a core part of how individuals best manage their own condition.

After winning the GSK IMPACT Award, NMC reflected and understood that it had a greater

responsibility as a National Centre of Excellence. We had a responsibility to reach more people, share more knowledge, and potentially replicate our work in other regions. As a first response we raised £600k to expand and reconfigure our Centre. The new build was fully opened in June 2017 and gave us 70% more space. We are now regularly treating 434 people versus 220 people at the time of winning. We created a new Events Space that has hosted training days for clinicians, and we are now sharing our expertise much more in this way.

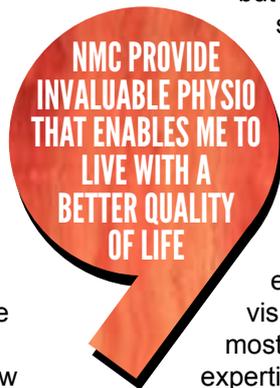
The assessment and judging process for this award was the most thorough scrutiny of our charity that

we have ever had. Our Assessor had challenged us in many aspects of our working practice as well as our strategic plans and direction. We reflected on his challenge that we should replicate our operation. We developed an alternative, but nonetheless very stretching Strategic Priority, to develop accommodation near our Centre. Our aspiration is to acquire a pair of houses, adapted by us, to enable long distance visitors to get the most from the NMC's expertise.

We have grown financially since winning – turnover increased by 43% from £842k in 2013/14 to £1205k in 18/19. Income from the NHS has more than doubled as our reputation and credibility has been further enhanced by winning.

The Department of Health recommends everyone (including those with a disability) do 150 minutes of moderate exercise or 75 minutes of intense exercise per week and individuals should be taught to manage their own health and wellbeing (Expert Patient Programme). The complex nature of our community's physical needs and poor self-image causes significant barrier to accessing community gym, pools and classes and most used to do little or no exercise.

In response NMC opened the UK's first (and only) Neuromuscular Gym providing 1576 gym sessions since opening and offering the use of 27 different pieces of adapted exercise equipment, relevant monitoring systems (e.g. heart/blood pressure/oxygen monitors). The gym is run by qualified neuromuscular physiotherapists with specialisms in sports



science/therapy and the personal training and health benefits include;

- Improved respiratory and cardiovascular function
- Increased strength, balance and mobility leading to less falls and increased independence
- Reduced pain and stiffness
- Improved health including weight management, lymphoedema and diabetic control

The gym is a lively and sociable environment full of laughter and pride, as achievements are reached like successfully slalom skiing on a Wii Fit. NMC also promotes and assists access to the GP Exercise on Prescription scheme. Cardiac rehabilitation sessions, seated Tai Chi, and Pilates classes have been established at NMC. These have been tailored to suit people with neuromuscular

conditions. Our aim has been to impart skills, knowledge and experience about what individuals can achieve in these classes and what adaptations make them accessible. Our hope is that they might then have confidence to take part in general classes at local community centres/halls. Liaison with local gyms enables safe and informed access for our patients closer to home.

NMC's Neuromuscular Gym operates on a drop-in basis, enabling people to access it more frequently than traditional physiotherapy treatments. An online booking system enables accessible and ease of booking. To increase reach NMC's physio's have recorded online tutorials accessed via YouTube for individuals and carers to access and follow if they are unable to get to NMC or between visits.

We created the only GP exercise referral centre for those with neuromuscular conditions in the UK. This is a vital addition for a community largely excluded from mainstream and statutory health services.

The introduction of the gym and increased capacity of the physiotherapy department has enabled NMC to meet increasing demand. Since 2016/17 when we were regularly treating 271 people to 2018/19 when 434 people were regularly treated. Within the 434 figure, 275 people are now also regular users of the gym. This achievement has empowered people with neuromuscular conditions to participate in exercise and reduced self-imposed barriers.

A collaboration with Manchester Metropolitan University has established the NMC as the Centre for world

leading research, providing evidence for the benefits of exercise in adults with neuromuscular conditions; through the publication of 8 international scientific journal articles and presentations at 2 international conferences. The research has incorporated over 100 of NMC's adult population as active participants, and we have challenged the historic attitudes and perceptions that exercise is damaging for adults with neuromuscular conditions.

As an independent health care provider, NMC realises the importance of clinical governance through Social Audit, surveys, and regular re-assessment of our clients and Continuous Professional Development. This ensures we are providing the most recent and effective evidence-based treatment.



Services are monitored by:

- Re-assessment following any changes in circumstances
- Clinical audits
- Assessment and re-assessment using validated outcome measures
- Annual Social Audit
- Patient surveys
- External research surveys/consultations i.e. Manchester Metropolitan University scientific research projects including journal articles “Relationships between muscle size, strength and physical activity in adults with muscular dystrophy.” Journal of Cachexia, Sarcopenia and Muscle

Because we ask different questions in our surveys every year it is sometimes helpful to look at some of the analysis and results from previous years. We felt some of the headline results from last year’s survey added a broader perspective of overall

impact in the Physical Health Objective section. The Social Accounts from 2017/18 gave the following results:

- 91% of those with neuromuscular conditions reported that NMC enabled them to manage pain effectively
- 77% of those with neuromuscular conditions reported that NMC prevented them from needing to visit their GP
- 90% of those with neuromuscular conditions reported that NMC had enabled them to play a fuller role with family and friends
- 76% of those with neuromuscular conditions reported that NMC enabled them to keep out of hospital **

**Average unplanned hospital admission for neuromuscular patients costs £2.5-3k, figures based on NHS analysis in West Midlands 2010.

THERAPIES

2 018-2019 has been a year of growth. The dust has now settled on the new build and we have worked hard to make the most of the new space and capacity to expand our services.

1,550
PATIENTS REGISTERED

434
ACTIVE REGULARS

THAT'S...
44
TREATMENTS
PER DAY ON
AVERAGE

	2017-18	2018-19
New Referrals	153	159
Initial Assessments	107	135
Group Exercise Sessions	279	170* (109 Hydrotherapy, 61 Adapted Pilates)
Total Appointments	7991	9486



its opening in June 2017 the number of sessions available has increased, as too has the number of people accessing the equipment. The culture of the NMC is to promote and enable physical activity at all levels. We are now starting to understand that active exercise can be the main treatment for many of the regular issues those in our community face. This is supported by research that has been carried out by MMU in collaboration with

the NMC. The Therapies team and the fantastic facilities in the NMC allow for a very individual approach to exercise, making it a very effective treatment. This attitude towards exercise is relatively new in the world of neuromuscular conditions but it is already starkly apparent that the service users are fully behind it. 72% of service users agreed that the gym has a beneficial effect on them and helps them cope with their condition.

*The Hydrotherapy pool was closed for major refurbishments from the summer of 2018 to the January of 2019. This meant that the number of hours we had in the pool was significantly reduced.

This pool closure allowed the therapies team time to trial new things. One of our Physiotherapists became a qualified Pilates instructor and with input from the rest of the team devised adapted

Pilates routines suitable for those in our community. This ran from July to February and was very popular with those who took part. Due to the success of this the team are looking at other group exercise options for the next year, looking towards Tai Chi, Aqua-Aerobics, Yoga, and others. The movements learnt in these classes could be carried on at home.

The NMC gym is going from strength to strength. Since

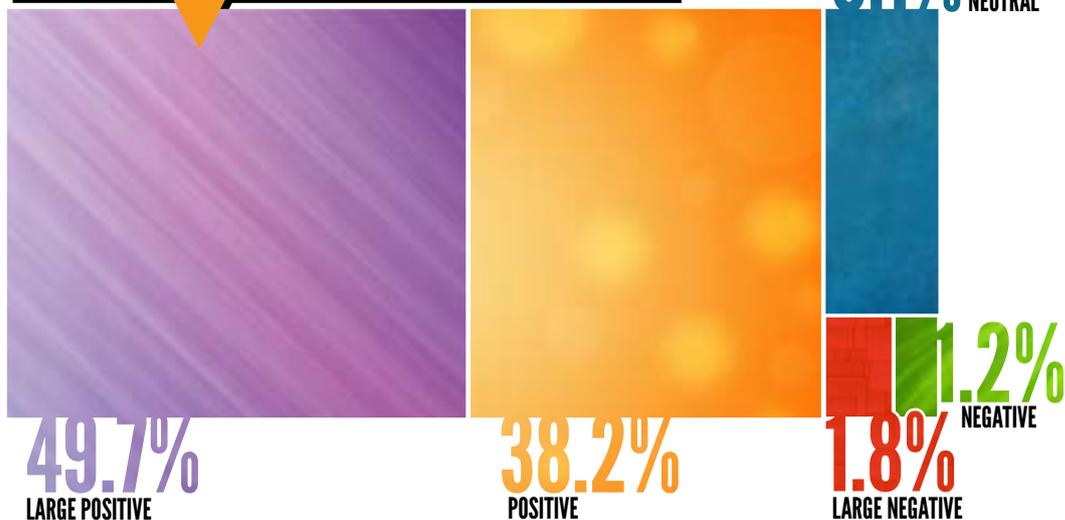
	2017-18	2018-19
Gym Slots Available	484	1093
Number of Individuals using	224 (57% of client base)	275 (63% of client base)



THE GYM MAKES ME FEEL GREAT. LIKE I'M DOING SOMETHING ALL MY ACTIVE MATES DO. KEEPS MY HEAD CLEAR TOO.

So, there has undoubtedly been a lot of activity but what has been the impact?

PLEASE RATE THE IMPACT OF NMC ON YOUR PHYSICAL HEALTH



Whilst the results are overwhelmingly positive, we are of course deeply concerned by the 5 people who felt that NMC had a negative impact on their physical health.

A detailed analysis of those responses revealed 3 of the

5 were from paid Carers. They all said the NMC was a major positive force in the lives of their clients and all three said they had made friends and had enjoyed participating in workshops and/or cookery demonstrations. A possible explanation maybe that

“NMC” was interpreted not as the charity but as “Neuro Muscular Condition” and that they were indicating impact of condition on their client. One was from someone with a neuromuscular condition who, in every other respect rated the impact of NMC on their lives as very positive including plenty of

anecdotes and examples of new friendships, and an overall “feel good factor” and description of NMC as “priceless”. We conclude that his rating was a mistake.

One survey form did indeed seem to reflect someone who had not had a good experience. It was a young woman with condition and although she rated the overall impact of NMC as positive, she rated the impact of Physio as a large negative.

Within our team we have 3 qualified clinical educators and we have supervised 8 student placements from Keele University, Liverpool University, and Sheffield University. 3 of these students then came back to volunteer here.

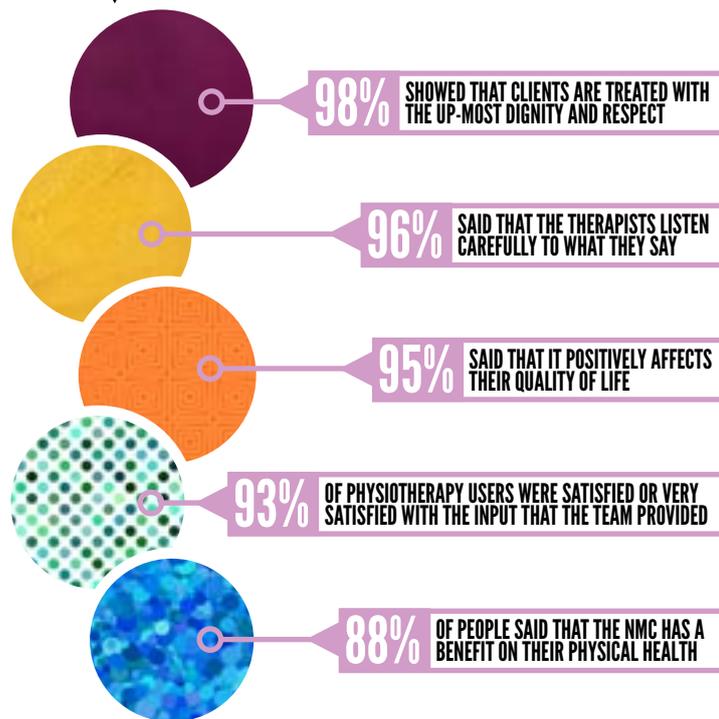
We are always grateful for our volunteers help and this last year we have had 13 volunteers helping in the

Therapies department. They amassed hours totalling 955 hours. NMC's long-standing volunteer Bob, spends 2 days a week in the department helping it run smoothly and efficiently. He has done that virtually every week for more than 18 years.

Our staff are not only physiotherapists within the NMC, but they also keenly participate in the life of the charity. They organise and volunteer many other aspects and activities in NMC including; The NMC Titans Powerchair Football Team, Duke of Edinburgh Awards scheme, helping at multiple fundraising events, assisting and enabling events in the other departments.

The Physiotherapy Survey and the Social Accounts Survey this year show the impact on our community and service users.

FROM OUR PHYSIOTHERAPY SURVEY



Appreciation of our work is further emphasised by numerous individuals asking for the service to expand the times and days for treatment, allowing for more people to benefit from the work being carried out in the department.

When asked about the effect physiotherapy has on a person as part of the Social Accounts Survey, the community responded in a positive way. It became apparent that the NMC Therapies team not only helps people with their current physical symptoms, but also greatly effects their wider life. The main themes evident when people were asked "one thing that NMC physio enables you to do" were;

- Remain independent/ Live day to day life well
- Maintain current physical condition



- Walk more and stay mobile
- Have more emotional strength and positivity
- Manage pain levels
- Stay fit and healthy/ keeping out of hospital

This is further reflected as when asked “What effect does NMC physio have on you?” the most common answer theme was positivity and confidence. The following themes which came out in the answers go to show that the treatment goals and aims of therapy are being met effectively.

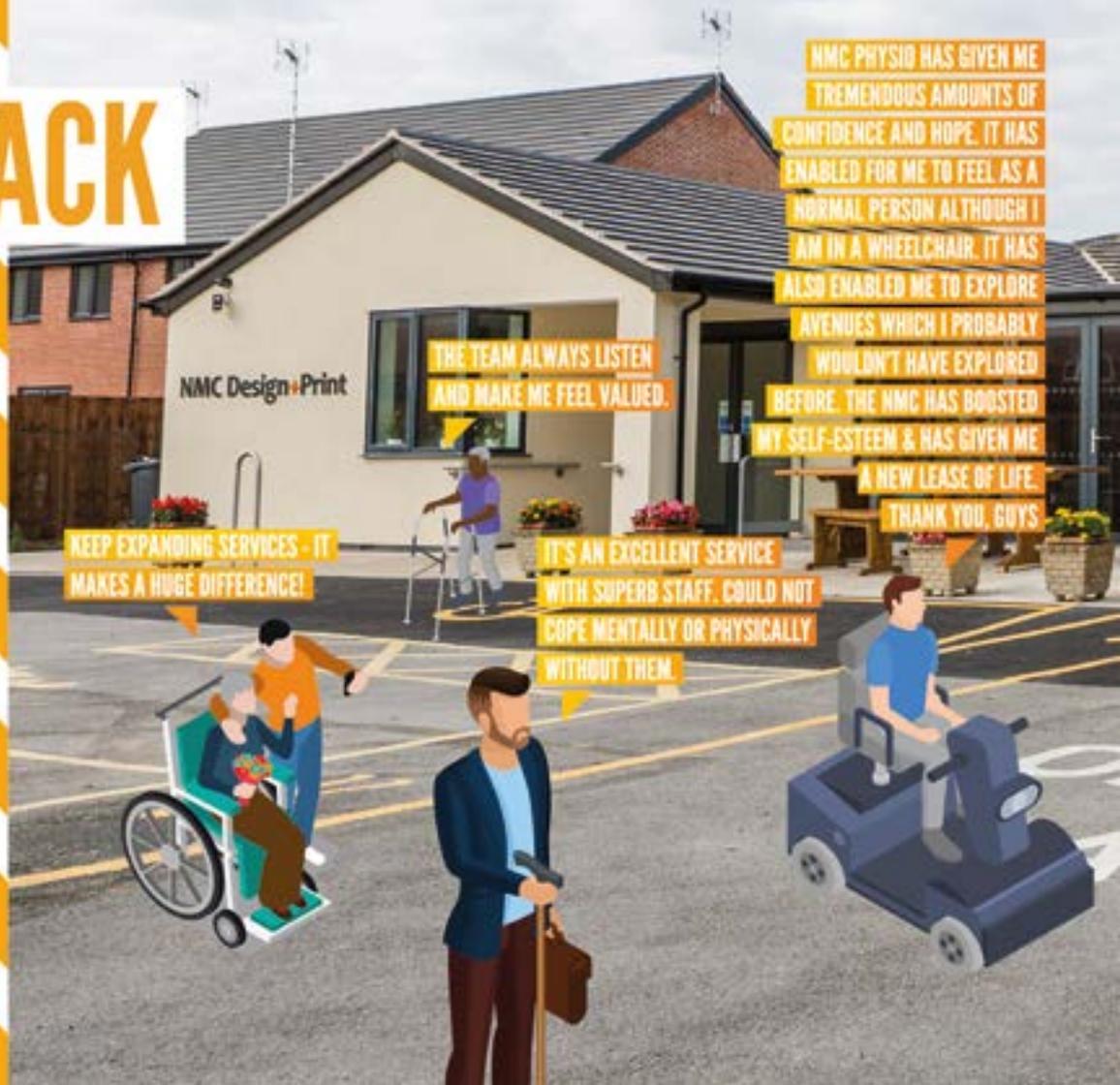
Flexibility/mobility, pain reduction, Improved fitness, better education, and slowing progression were all recurring themes. The effect that the Therapies team has on those who use the service is illustrated from the quotes on the following pages. From the survey results it would appear that NMC Physio provides significant physical benefits, and there is an emotional, well-being and confidence boost that goes with this, thus helping the whole person.



**THERE IS ALWAYS A FRIENDLY ATMOSPHERE
AT THE NMC. WHEN I GO THERE IT'S LIKE
VISITING A FAMILY MEMBER**



Survey FEEDBACK



KEEP EXPANDING SERVICES - IT
MAKES A HUGE DIFFERENCE!

THE TEAM ALWAYS LISTEN
AND MAKE ME FEEL VALUED.

IT'S AN EXCELLENT SERVICE
WITH SUPERB STAFF. COULD NOT
COPE MENTALLY OR PHYSICALLY
WITHOUT THEM.

NMC PHYSIO HAS GIVEN ME
TREMENDOUS AMOUNTS OF
CONFIDENCE AND HOPE. IT HAS
ENABLED FOR ME TO FEEL AS A
NORMAL PERSON ALTHOUGH I
AM IN A WHEELCHAIR. IT HAS
ALSO ENABLED ME TO EXPLORE
AVENUES WHICH I PROBABLY
WOULDN'T HAVE EXPLORED
BEFORE. THE NMC HAS BOOSTED
MY SELF-ESTEEM & HAS GIVEN ME
A NEW LEASE OF LIFE.
THANK YOU, GUYS



NeuroMuscular Centre

THE TREATMENT THAT I HAVE RECEIVED HAS BEEN MORE BENEFICIAL TO ME THAN FROM ANY OTHER PHYSIOTHERAPY SERVICE.

FOR THE FIRST TIME IN MY LIFE I HAVE PHYSIOTHERAPY SESSIONS THAT MAKE A REAL DIFFERENCE. MY PHYSIOTHERAPIST IS OUTSTANDING WITH KNOWLEDGE AND THROUGH A COMBINATION OF EXERCISES AND HANDS ON PHYSIO HE HAS REDUCED MY DAILY EXTREME PAIN TO A MINIMUM. HE ALSO WORKS WITH MY PERSONAL TRAINER ADVISING ON SPECIFIC EXERCISES TO HELP WITH MY PHYSICAL ISSUES.

THE PHYSIOS DO EVERYTHING THEY CAN TO HELP ME KEEP FIGHTING. THEY MAKE IT POSSIBLE FOR ME TO REMAIN INDEPENDENT AND MANAGE MY CONDITION.

[PHYSIO] ENABLES ME TO FEEL POSITIVE AND I ALWAYS LEAVE WITH THIS 'I CAN DO ATTITUDE'. THE ACTUAL PHYSIOTHERAPY EXERCISES ARE INDIVIDUALLY TARGETED TO MY CONDITION AND ENABLE ME TO REMAIN AS INDEPENDENT AS POSSIBLE.



**THE RESPONDENTS
TO THIS YEAR'S
SOCIAL ACCOUNTS
SURVEY WERE ASKED
ABOUT THE IMPACT
OF NMC ON THEIR
MENTAL HEALTH**

**174
COMPLETED SURVEYS**

**150
SAID NMC HAD A
POSITIVE OR LARGE
POSITIVE IMPACT ON
THEIR MENTAL HEALTH**

**THAT'S...
86%**

The number of referrals continue to rise every year. We are constantly trying to be increasingly innovative to accommodate and welcome the new people into our service without affecting those already part of our community.

Over the next year we are going to put more emphasis on self-management. We have produced a series of instructional videos on the basic stretch and massage treatments carried out in the NMC. These are on the NMC YouTube channel where patients, family members, PA's, carers, and anyone else who was interested can watch them and gain knowledge on how to carry out exercises. We know that the most effective treatment is one which is carried out on a very regular basis so empowering people to do this in their own homes as well as at NMC will add choice for people.

MANUAL LYMPHATIC DRAINAGE

We have a complementary therapist who is also fully trained and skilled to carry out Manual Lymphatic Drainage. This is a hugely important treatment enabling swelling to be reduced in many who have neuromuscular conditions. This swelling is a symptom of inactivity.

WITHOUT REGULAR TREATMENT

I AM SURE THE PROBLEM

WOULD RETURN



MANUAL LYMPHATIC DRAINAGE SATISFACTION SURVEY

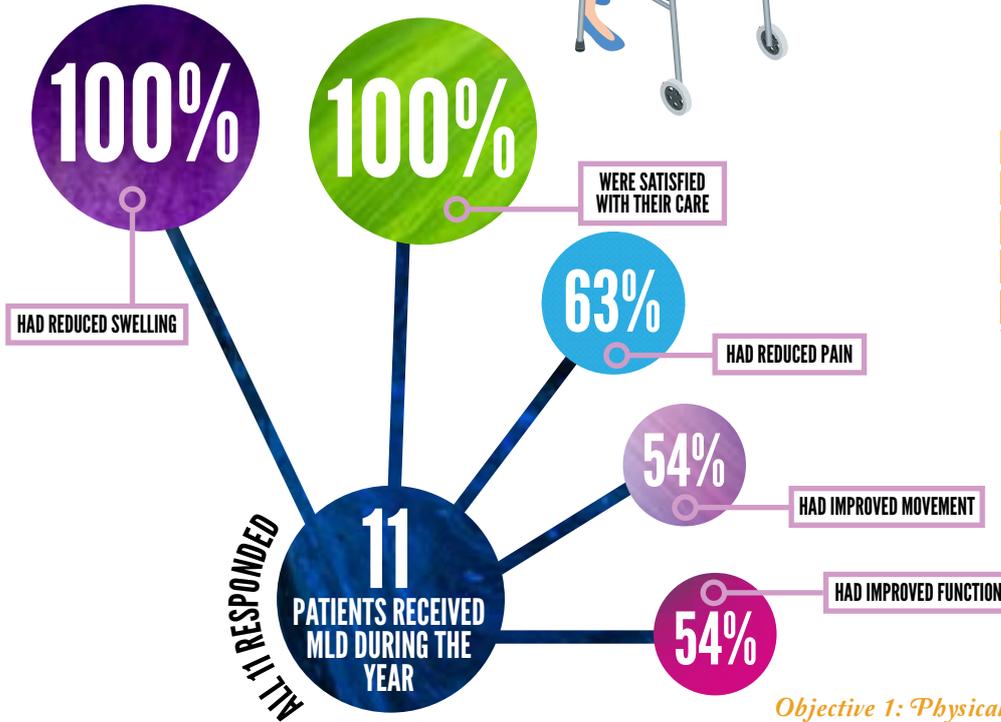


I BELIEVE WITHOUT THE HELP MY LEGS WOULD BE IN A STATE, CRACKED, ULCERATED AND WITH A LOT MORE PAIN. MLD HAS ALLEVIATED THIS PROBLEM AND STOPPED ANY ACCELERATION OF THE SYMPTOMS

TREATMENT HAS BEEN VERY EFFECTIVE



SINCE STARTING MY TREATMENT AND WITH THE AID OF SPECIFICALLY MEASURED STOCKINGS, MY FEET AND LEGS ARE NOW BACK TO NORMAL





RESEARCH AT NMC

The collaboration between Manchester Metropolitan University (MMU) was established in 2012, and continues to provide opportunities for education, social impact and research. Through our collaboration we have successfully developed an MSc by research, and two PhDs which were completed this summer. Further education opportunities have arisen from practical sessions being delivered at the NMC, including 15-20 Clinical Exercise Physiology students spending time at the centre completing projects and data collection. This has also led to a healthy supply of keen volunteers looking to gain experience of working with the NMC.

This year saw the innovative research completed. During our resistance training study, Dr Emma Bostock, and Dr Dawn O'Dowd co-ordinated 12 weeks of resistance training for 20 service users to receive one-to-one supervised training, with a focus on improving aspects of strength and functional tasks such as walking and stair climbing. Broadly speaking, we saw 20% improvements in muscle strength and functional tasks after the 12 weeks of training. More importantly, we observed no adverse effects, and 100% adherence. In addition to the research publications that have been submitted, the resistance training study involved collaborating with the physiotherapists to develop novel exercises that were subsequently adopted by other users in the gym. This has also included developing custom equipment to support the gym at the NMC (Figure 1).



FIGURE 1:

MODIFIED EXERCISE TECHNIQUES WERE DEVELOPED THROUGH CUSTOM-MADE EQUIPMENT THAT REMAINS AT THE NMC

Our work into lifestyle and physical activity has led to some world leading publications around aspects of diet and exercise. Over the last 12 months, from our collaboration at the NMC we now know that:

- 50% of adults with Duchenne and Becker MD are affected by impaired glucose tolerance, a precursor to type 2 diabetes.

- Pain and fatigue are the biggest determinants to low quality of life in adults with MD
- Pain is experienced by 98% of adults with MD, and have mapped the experiences of pain in Becker MD (BMB), Duchenne MD (DMD), Limb Girdle MD (LGMD) and Facio Scapula Humeral MD (FSHMD) see figure 2.
- Adults with BMD, LGMD and FSHD spend 80-

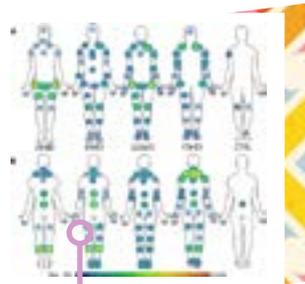


FIGURE 2:

WHERE DOES IT HURT IN MD? PAIN MAPS FROM ADULTS WITH 4 TYPES OF MD

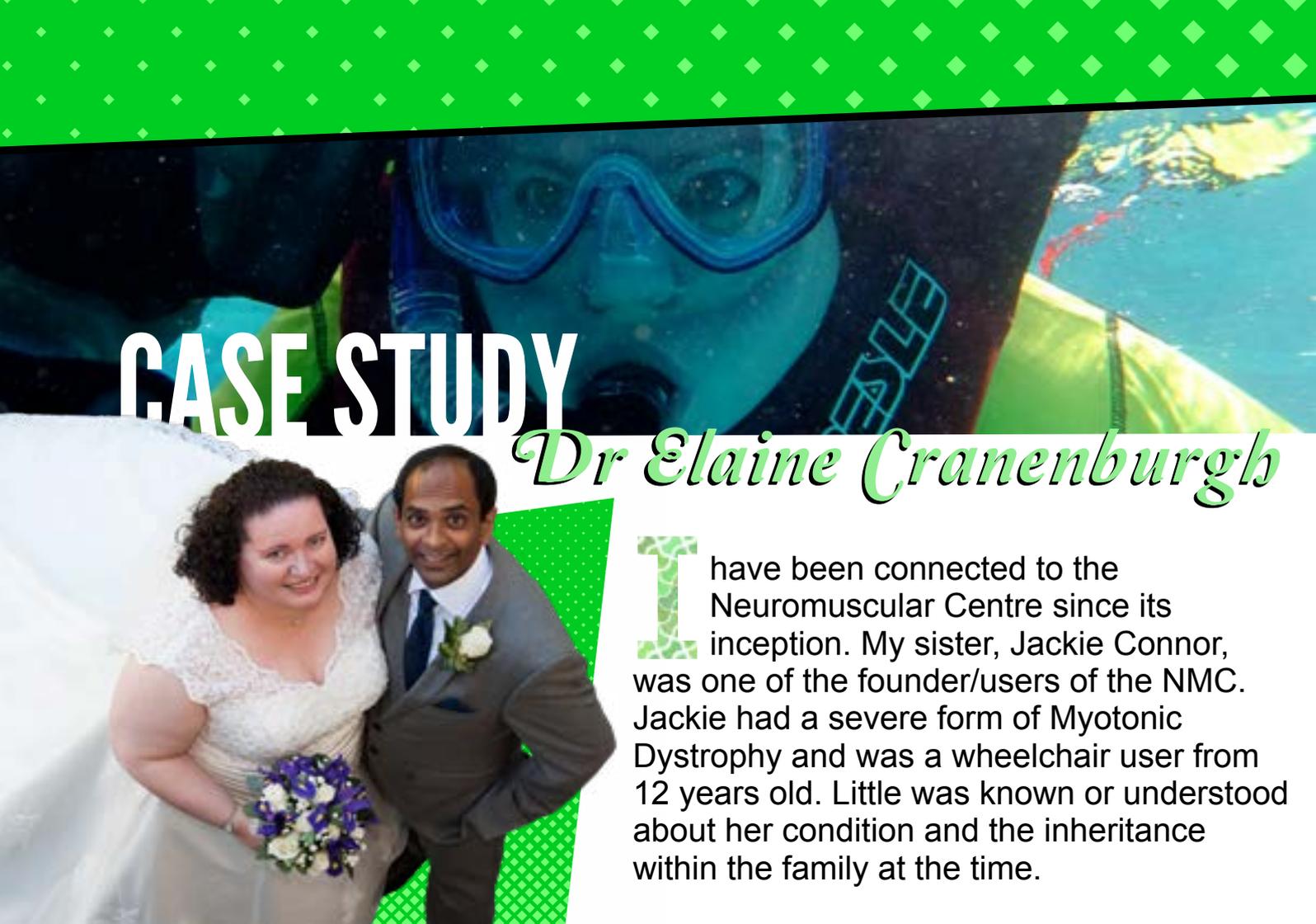
90% of their waking day completely sedentary (in those without MD it is about 60%). We know that although exercise may not be possible in some of those with MD, breaking sedentary behaviour may help offset some of the weakness and functional impairments that they experience.

We have continued to explore further important questions of well-being; it is important to note that many funding bodies are ignoring questions beyond a cure for MD. In the meantime, the NMC is pushing forward with research questions that have a meaningful impact on those living with MD. For example, we have completed screening of over 150 adults related to the sensitive issue of incontinence. Our initial findings suggest that about 50% of those completing the

survey have experienced urinary incontinence. We are also compiling data from sleep quality and know that those with MD who struggle with respiratory problems also seem to have low quality of sleep, likely leading to higher levels of fatigue and impacting on mental health.

All the publications and references are to be found in Appendix 5





CASE STUDY

Dr Elaine Cranenburgh

I have been connected to the Neuromuscular Centre since its inception. My sister, Jackie Connor, was one of the founder/users of the NMC. Jackie had a severe form of Myotonic Dystrophy and was a wheelchair user from 12 years old. Little was known or understood about her condition and the inheritance within the family at the time.

When I was younger, I would complain to my parents that "I think I have got what Jackie has, but not as bad." I was told not to say such things and that I was just attention-seeking. My parents were the trainers of a dance troupe in which myself and my two other sisters danced. I frequently found certain dance moves difficult to perform and had issues with balance and muscle cramps. I was told I was lazy, did not practice hard enough or warm up, that my sisters worked harder at it than me. I had similar issues with P.E.



lessons at school. It soon became the norm for me to hide my pain and cramps, telling myself that it was just because I was lazy and needed to push harder and work through it like everyone else because there is nothing wrong with me.

At 17 years old I was diagnosed with Myotonia Congenita (Thompsons's Disease). It was a relief to have a diagnosis that

could help explain my cramps and pain, but compared to Jackie, my condition was mild and so I continued to 'shut

up and put up' (how could I complain when Jackie was in a wheelchair and never complained). I was sent for genetic counselling to help me understand about my future choices and this inspired me to learn more about genetics.

My school had always told me I was too stupid for science and I was not allowed to study it at GCSE. Instead I went onto art college with Jackie, after this she was part of the group to

start up the NMC and I went on to university to study architecture. I worked on a summer camp in America during my studies and studied genetics in my spare time as a way to help me understand my condition better. I soon realised that genetics was my primary interest and decided to retrain in molecular genetics.



I had the great opportunity to travel and live abroad, visited 15 European countries and 33 US states, while studying and working towards my Doctorate. After completing my PhD, I chose to move back home near family because my sister's health was less stable, and my Mum needed some respite. My relationship with Jackie was very close - best friends, and she loved hearing the stories of my travels and would strongly encourage me to travel and come back to tell her all the stories. Jackie worked at the NMC as a graphic designer.

The NMC was a 'life saver'

for her, she often talked about how much going to the Centre and having purpose in her life gave her a real sense of self-worth. Unfortunately, Jackie passed away from complications of her condition in 2006. The NMC offered great support to the family and we always remained in contact. We helped where we could on fundraising, making cards and helping or attending events, which was always fun.

At 41 I found myself still single. I had been surprised over the years to find negative reactions from boyfriends when they found

out I had this condition. I have a 50:50 chance of passing on the condition and if so, a 50:50 of it being mild like me or severe like Jackie. I was once dumped on a second date for being 'defective'.

I HAVE ALSO
LEARNED NOT
TO HIDE OR BE
ASHAMED OF MY
CONDITION

When I met Rocky in 2013, I talked to him a lot about Jackie and the great place the NMC was. He is a geneticist like me and had no problems with my condition (even if he didn't really understand it well). When we married in 2016, Rocky agreed that we did not need wedding gifts (we were old enough to have everything we needed) so let us see if we can raise some funds for the NMC. We requested that instead of gifts, people

donate to the NMC, hoping to raise about £500. We were over the moon when our guests, recognising the great work the Centre does, raised over £3,000.

My Myotonia had always been manageable so I never complained or asked for help. However, when visiting the Centre for an open day a couple of years ago, Gordon (Physio) asked me why I was limping. I responded that I had limped on and off for years when the cramping is very severe. My job at the time as a university lecturer meant I was on my feet for long hours in the days and my cramps were much worse. I did not think the NMC was for people like me: mild condition, not yet in a wheelchair, able to cope with the pain. Gordon encouraged me to get a GP referral, he told me that



CASE STUDY

the Centre was just right for people like me, to help me stay able for as long as possible and to relieve pain for a better quality of life.

I did not realise until I started attending the NMC for physiotherapy, just how much my health had deteriorated. My work was extremely stressful, caused severe fatigue and had an adverse effect on my condition. Daily chronic pain had become just a part of life for me. The NMC offered me support in approaching my employer and talking about getting help from them with reasonable adjustments, so I could remain in employment (hopefully pain-free). The NMC ran a



stress management course which I attended and found extremely useful. I also joined their 'Connect Up' group, meeting people who are facing many of the same challenges as me. I have learned so much more about my condition and how to manage

it in the last 2 years with the NMC. I have attended many events with the NMC and some of their workshops about coping with the condition and some of the symptoms. My genetics degrees taught me the science and medical aspects of the condition, but they did not help me understand how it is to live with it and improve my quality of life - this I learned from the NMC. I have also learned not to

hide or be ashamed of my condition - I am not lazy, I just can't always do things in the same way as others, or I need a little longer to do them. My employer was unfortunately less supportive than hoped, and I ended up making the very difficult decision to resign and put my health first. The NMC were there for me throughout my struggles with my employer. They have offered support, advice and listened when I needed to talk. It's been 7 months since my resignation, my health is much improved both physically and mentally, thanks to the NMC. I am now in the position to go travelling again (an exciting 2 months in New Zealand), and I am



looking forward to some retraining on my return. I have made the decision to use my genetics knowledge and train as a genetics counsellor. I spent so much of my life trying to deny or run away from my condition, but there is no running: it is a part of who I am. With the help of the NMC I have learned to embrace my limitations so that I can see ways to achieve and

succeed in my ambitions rather than be impaired by them. Oh, and one more thing: I am not lazy if I need an afternoon nap!

OBJECTIVE 2

QUALITY OF LIFE



To provide a range of services, opportunities and support to improve the quality of lives for individuals affected both directly and indirectly by neuromuscular conditions;

- Provide accurate and timely information, advice, signposting and helping to broker solutions around equipment, benefits, home adaptations, holidays, and support in employment.
- Enable peer to peer support and provide advocacy services through a dedicated Support Manager and 'expert patients' with a collective wealth of knowledge and experience of overcoming the challenges faced by those affected by neuromuscular conditions.
- Offer activities, breaks and support to Carers and enhance opportunities to have a life alongside their caring role.
- Offer activities and opportunities to our Service Users to provide stimulating experiences and the chance to achieve new things.
- To encourage active and positive citizenship
- To liaise with other professionals in individual cases and to facilitate events and training to disseminate knowledge of neuromuscular conditions to Occupational Therapists, Social Workers, Service Commissioners and other relevant professionals.
- Offer advice and support through transition in a variety of contexts including from young persons to adult services, and changes in employment and residential situations.

INTRODUCTION & OVERVIEW

Our work to enhance Quality of Life is wide-ranging and varied. The impact of NMC is hugely dependent on the impact and effectiveness of the mutual support that people

access through the Centre. This is key to the NMC's impact; people with neuromuscular conditions and their families helping other individuals and families affected by neuromuscular conditions.

RATE THE OVERALL IMPACT NMC HAS ON YOUR QUALITY OF LIFE

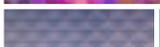
59.8% LARGE POSITIVE

34.8% POSITIVE

0.6% LARGE NEGATIVE

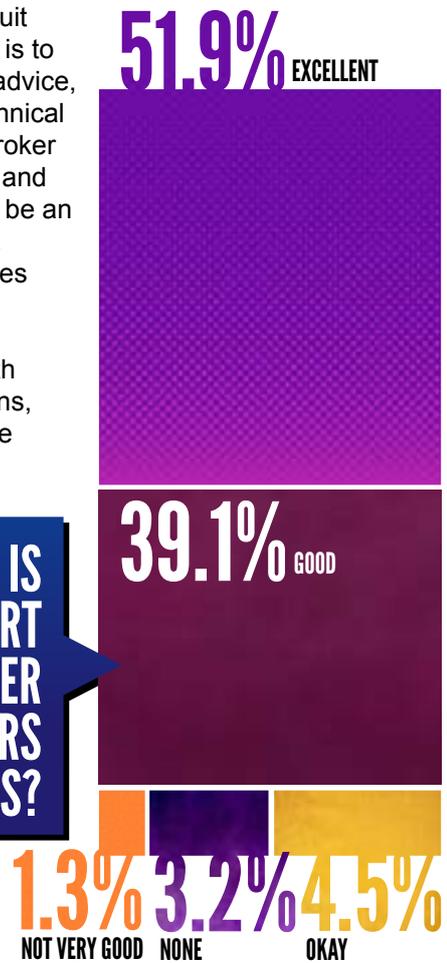
3% NEUTRAL

1.8% NEGATIVE



The NMC's Development and Support Manager is a critically important conduit and connector. Her role is to enable mutual support/advice, enable professional technical advice, advocate and broker solutions with agencies and other professionals and be an accessible listening ear. In addition, NMC provides activities, support and opportunities to build friendships for those with neuromuscular conditions, Carers and for the whole family.

HOW GOOD IS NMC'S SUPPORT FOR OTHER FAMILY MEMBERS AND CARERS?



NMC aspires to be true to its values, and this has been a year of high energy, enthusiasm, excitement and challenge as new opportunities have been shared across our wide-ranging community. A year in which many lasting memories have been created. From our 2018/2019 social accounts, 94.6% of people have described the NMC as having a positive impact on the quality of their lives.

Together we have recognised and celebrated people's achievements at The Power of Creativity. This was an event which sought to showcase all that the amazing NMC team are capable of creating. We developed individual ideas and skills with the Connect Up project (see page 47), we tackled challenges, shared learning and provided a catalyst to discuss and face the

hard issues of life with a neuromuscular condition at our NMD fest. We climbed well beyond our comfort zone in the Duke of Edinburgh expedition. Over 90% of Survey respondents said the atmosphere of the NMC has a positive impact on their own feelings of positivity.

The NMC has been described as a vital lifeline of support and friendship and the Connect Up project has provided an ideal opportunity for mutual support and understanding from others with a similar condition. 74% of Survey respondents have given advice to other Centre users. One survey respondent described the impact of knowing others understand 'helps me feel more positive, I'm not alone with my condition'

THE NMC CULTURE & ENVIRONMENT

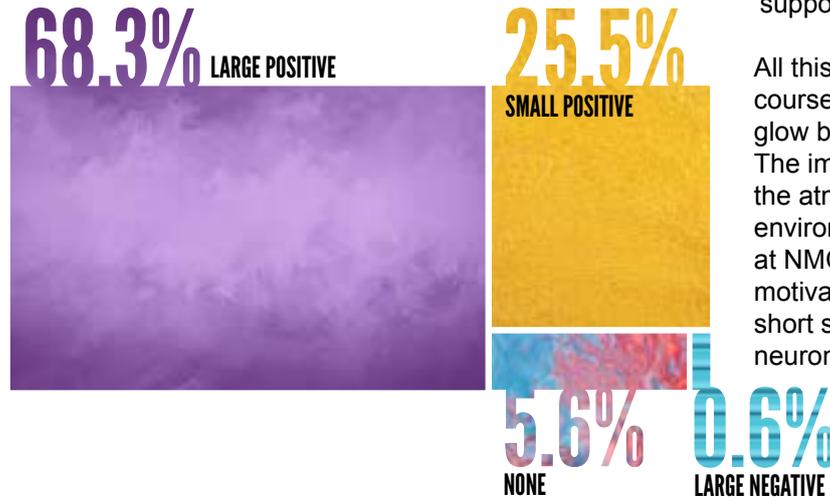
Over the years many have attempted to describe the atmosphere of NMC.

In this year's Social Accounts Survey, we asked the 174 respondents to the Survey to "try and describe the ways in which the atmosphere and environment at the NMC had influenced them?".

111 of the respondents wrote a comment in response to that question. The remainder left it blank.

The 111 comments painted a universally appreciative picture. Everyone gave examples of how the atmosphere and environment had positively influenced their lives. It seems so intangible and yet so many in our community felt inspired to record their thoughts and feelings triggered by the feel of the place.

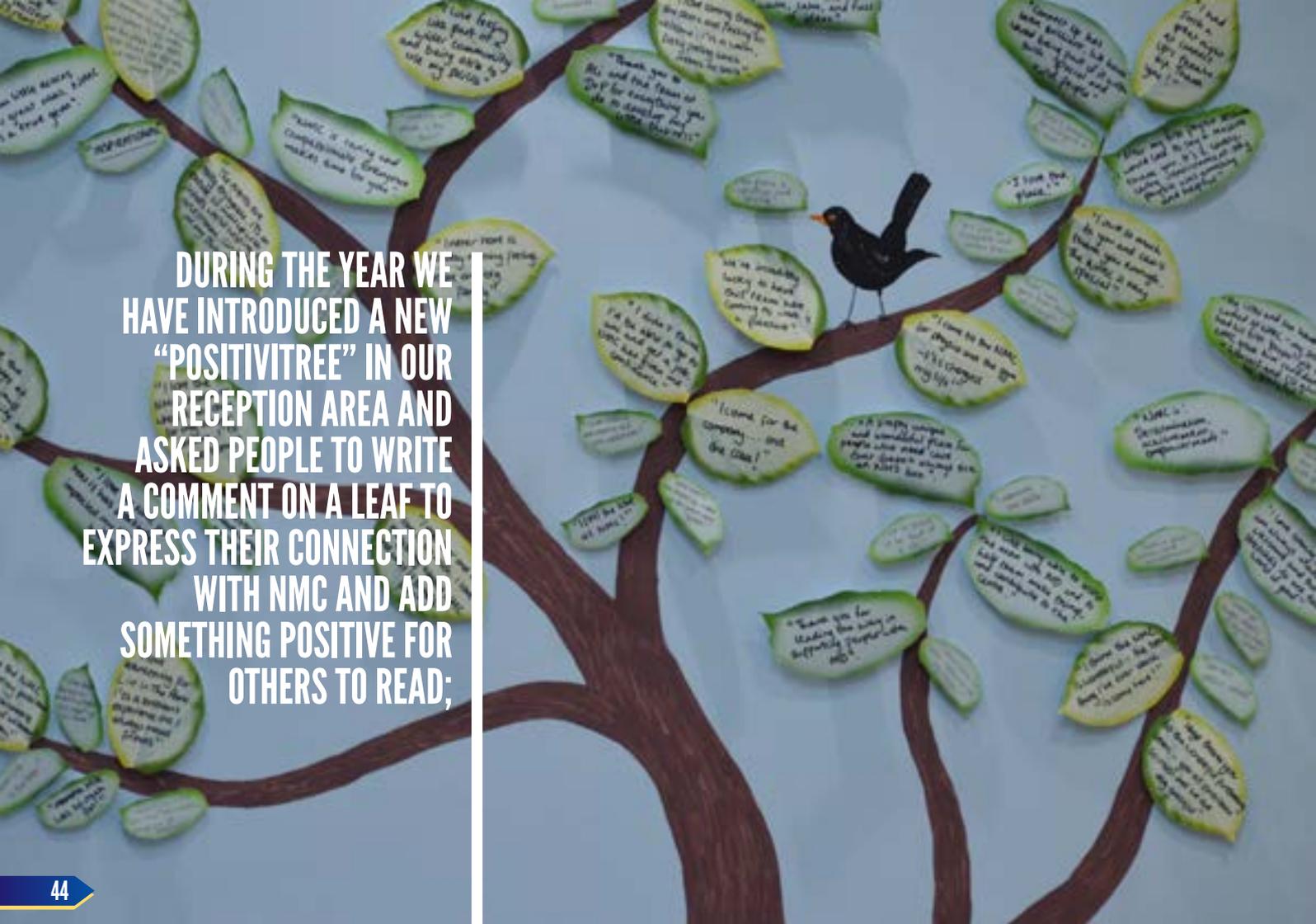
IN THE LAST 12 MONTHS, HOW MUCH INFLUENCE HAS THE ATMOSPHERE AND ENVIRONMENT OF NMC HAD ON YOU AND YOUR FAMILY?



Many of the comments talk about the positivity engendered in them from the atmosphere of the Centre. 37 of the comments specifically used the words 'positivity' or 'confidence' or 'inspired' without any prompt. Virtually all the others talk of 'happy', 'kind', 'warm', 'friendly', and 'supportive'.

All this is very nice to read of course and gives us a warm glow but why is it important? The importance of the atmosphere and environment is amplified at NMC by the fact that motivation is sometimes in short supply for those with neuromuscular conditions.

**DURING THE YEAR WE
HAVE INTRODUCED A NEW
“POSITIVITREE” IN OUR
RECEPTION AREA AND
ASKED PEOPLE TO WRITE
A COMMENT ON A LEAF TO
EXPRESS THEIR CONNECTION
WITH NMC AND ADD
SOMETHING POSITIVE FOR
OTHERS TO READ;**



The comments on the Positivitree show impacts from other perspectives and emphasise NMC's overall positive impact.

We know that many people living with neuromuscular conditions are also living with some level of depression and that, it is the exceptionally warm motivating environment of NMC, which uniquely gets some people to get out of bed and to leave the house. Some conditions, particularly myotonic dystrophy, have clinically recognised higher prevalence of lower than average motivational issues. These motivations and drivers are fragile.

We need to understand and reflect our vast specialist knowledge of our client group when reflecting on things like occasional sporadic attendance for physiotherapy for example.

But above all else we recognise the need to preserve this infectious 'feel'. It isn't something we consciously work to achieve it has evolved and developed from the people who come and go through the Centre each day. That said it is embedded in our Values and so we know it is something to be cherished and nurtured;

We can conclude that we are doing the right things. Our community fulsomely appreciate what we create.

WE ENJOY WHAT WE DO, CREATING A WARM, WELCOMING AND POSITIVE ENVIRONMENT



155 FULLY ACHIEVED

CARER & FAMILY SUPPORT

The NeuroMuscular Centre offers support, advice and guidance for the families and carers of everyone connected with the Centre. This support is arranged to meet the specific needs and wishes of people and as such offers opportunities for people to choose from an array of individual or group wellbeing sessions and groups.

One of the greatest strengths of the NMC community is the enthusiasm to share and support each other. This year Tai Chi and Talking Therapies have been added to the established complementary therapy sessions, mindfulness courses and wellbeing workshops.

One carer described in the Social Account survey how 'the one to one practical and wellbeing support helped me get back on an even keel' and another person explained how 'NMC helped to increase my self-confidence'.

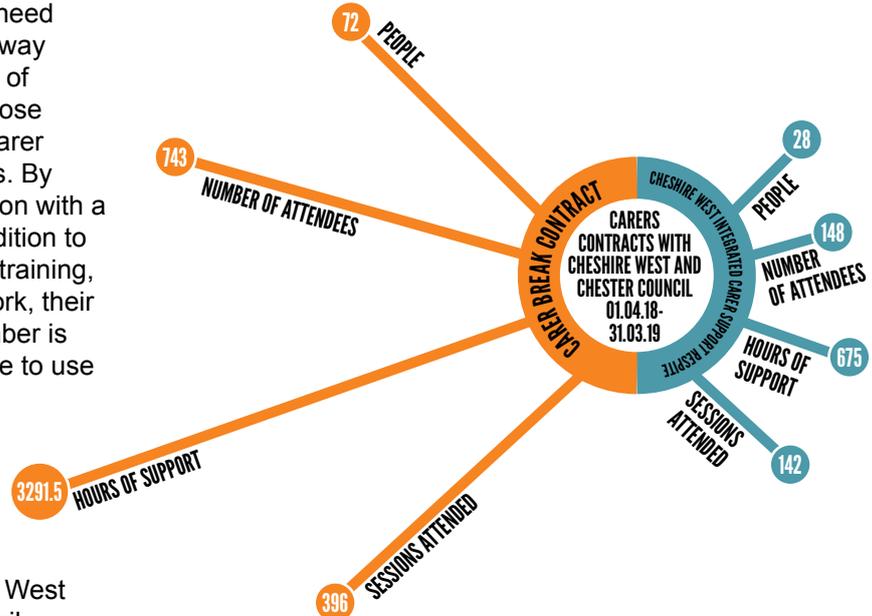
Sometimes family members and carers feel the need for 'personal' time away from the challenges of caring and may choose to use our regular carer break to provide this. By arranging for a person with a neuromuscular condition to attend the NMC for training, physiotherapy or work, their carer or family member is enabled to have time to use as they wish or need.

The NMC has two Carer service provision contracts funded by Cheshire West and Cheshire Council –

Carer Breaks and Carer Respite Support.

Since April 2018 the support given by the NMC for these contracts has been recorded on a data system called Upshot. The statistics below show the hours of support

given by the NMC to the families and carers of people who are resident in Cheshire West and Cheshire. This is approximately 25% of all the carers supported by NMC in 2018-2019.



CONNECTING PEOPLE

Last year the Read and Connect book club was started as a small partnership project with two local charities, Cheshire and Warrington Carers Trust and Cheshire Centre for Independent Living. It has grown and developed, impacting on the community in unexpected ways. Local poets and authors within the NMC community have been discovered and shared their talents with the group. Funds have been raised by the generosity of authors donating book sales.

People have been inspired to take part in the NMC poetry competition and a collective poem created by people from all 3 charities

has been displayed in The Storyhouse at Chester. The funding organisation of Read and Connect used a 'test and learn' approach to evaluate the value of their funding. The group have demonstrated the importance, and the enjoyment derived from sharing book reading experiences with others in the community. They have also successfully included people by email conversation, and through social media, when meeting in person is not practical.



CONNECT UP PROJECT

The Connect Up Project has been funded for 2 years as a part of the national initiative to reduce social isolation and loneliness for people over the age of 50 years. 48.8% of people responding to the social accounts survey are in this age group. The NMC is very aware of the negative impact of loneliness and isolation on people's health and wellbeing and welcomed the chance to be involved in the national research with Chester University which is looking at barriers to social inclusion and participation.

Connect Up is led by a coordinator who has a neuromuscular condition.

She has a team of volunteers who work together to reach out to people who are known to the NMC and to new people who are not involved with the Centre. Connect Up has had a major impact in bringing people together. Using ideas, skills and knowledge which people have offered to share there has been a programme of activities, workshops and opportunities for visits to theatres, local gardens and Llandudno. These have enabled more friendships to flourish. We have had these comments – 'I have made countless new friends and I feel part of something really special' 'Friendships that I have made meant that I have been able to talk about things that are worrying me to people outside of my family' showing the importance of how shared experiences contribute to wellbeing.

When describing the impact NMC has on friendships and social activities, 79% of Social Accounts Survey respondents describe NMC having a positive impact.

The impact of the Connect Up project is being evaluated by Chester University using written questionnaires. These questionnaires are completed in discussion with one of the Connect Up team volunteers and have been very warm and meaningful, allowing people to reflect on their own feelings.

On the following page is a selection of the questions and ratings from people at the beginning of their involvement with Connect Up activities then reviewed again after 6 or 12 months. Full analysis of the NMC questionnaires will be provided by Chester University at the end of the funded project in 2020 when results will contribute to the national research into social

isolation. A total of 75 people have been actively supported by Connect Up and more of those will, in time, complete the post 6 months review. At this stage we have the results for 6 people.

These before and after wellbeing scores may, at first glance, appear unimpressive in terms of what impact the project has had. But in many cases our practical experience helps to provide a more compelling interpretation.

We felt that some people were inclined to put an upbeat veneer on things at the beginning. We also felt that some people may have been on a downward spiral towards crisis and that this project arrested that decline and held people in a better place to be a platform for re-building and re-focusing. No deterioration is a notable achievement for many people for whom this project was targeted to support.

These comments by one of the participants in Connect Up describe the impact they have felt. Their initial comment expressed this hope;



MY LIFE IS VERY DICTATED BY LIFE'S PRESSURE. I HAVE VERY LITTLE 'DOWN/ME' TIME. I FEEL THIS PROJECT COULD ADDRESS THIS IMBALANCE AND POSSIBLY ENABLE ME TO HAVE A BETTER WORK/LIFE BALANCE ”

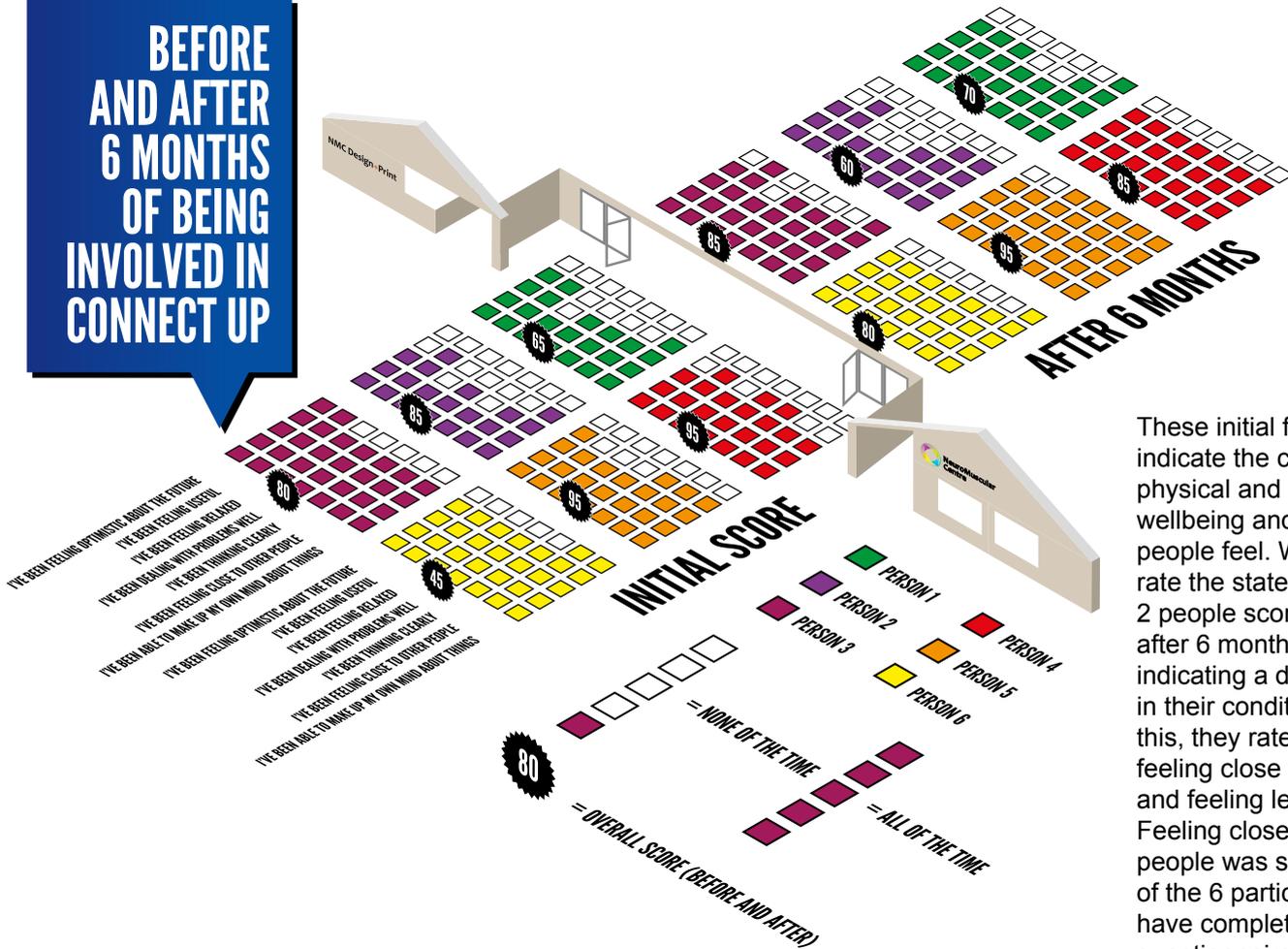
AFTER 6 MONTHS



THE CONNECT UP PROJECT HAS ENABLED ME TO ATTEND AND THOROUGHLY ENJOY A NUMBER OF WELL THOUGHT OUT, WELL PLANNED ACTIVITIES. ACCESSING THESE HAS 100% HELPED MY EMOTIONAL WELLBEING AND TAKEN ME AWAY FROM MY DAY-TO-DAY RESPONSIBILITIES MAKING ME FEEL LESS SOCIALLY ISOLATED. ”



BEFORE AND AFTER 6 MONTHS OF BEING INVOLVED IN CONNECT UP



These initial findings already indicate the complexity of physical and emotional wellbeing and how isolated people feel. When asked to rate the state of your health, 2 people scored this lower after 6 months of the project indicating a deterioration in their condition. Despite this, they rated more highly feeling close to other people and feeling less isolated. Feeling closer to other people was shared by 5 out of the 6 participants who have completed review questionnaires to date.

NMD FEST

NMD Fest was an exciting new experience for the NMC and we were delighted to work in collaboration with a small national charity led entirely by people with Duchenne Muscular Dystrophy. That charity, called DMD Pathfinders, worked with us to create a powerful, challenging and informative forum to share, motivate and express individual and collective ideas.

Held over 2 days of perfect weather, with fantastic food, and an atmosphere alive with the sound of laughter and conversations. This provided the safe environment and atmosphere to challenge the 'you can't do that' attitude and offer an alternative view from those who not only 'can' but very definitely 'do'.

The words 'neuromuscular condition' and 'festival' rarely appear together in a sentence. The comments from participants (shown in the middle of the page) at the NMD Fest reflect the enjoyment and successes which are achieved when people with a neuromuscular condition come together at an NMD festival.

Over 70 people attended (40 with a neuromuscular condition) with an age range of 13-70 years old, and many travelling from far corners of the country. The symposium sessions seemed very well received. They were all presented by speakers living with a neuromuscular condition and some facing the challenge of speaking to a large

audience for their first time. The greatest impact of the speakers was the sharing of their knowledge and life experiences to show the very positive and enabling effect which appropriate assistive technology, accessible housing, equipment and adapting vehicles can have on achieving the lifestyle you aspire to.

**'IT WAS FUN!'
'IT MADE HAVING MD FEEL A LITTLE EASIER'
'OTHERS UNDERSTOOD'
'IT INSPIRED'**

The interactive workshop 'What's next for you' provided the forum for everyone to reflect on their own hopes and aspirations and leave the day with thoughts, knowledge and 'permission' to reflect on a potentially different future. Linking the impact of events like NMD Fest with the wider impact of NMC, 59 % of people who responded to Social Accounts survey felt positively influenced by NMC in their ambitions for transitions.

The following comments from participants at NMD Fest shows the power of shared experiences:

'Being able to mix with others with similar conditions and see how they are affected by it and how they cope with it, so you don't feel alone or abnormal'

'Hearing from other people about "similar stories" made it feel like you're not the only one going through certain things as everyone has been told they "can't" do something, so reassuring to know it's not just you.'

Again linking back to the wider impact of NMC; Following the NMD Fest, and perhaps other events and initiatives through the year, we were pleased to reflect that 64% of Social Accounts survey respondents say NMC has given them a greater ambition to live independently.



**NMD FEST ENABLED ME
TO KEEP POSITIVE AND
CONCENTRATE ON
WHAT I CAN DO**

OBJECTIVE

3

ENABLING FULFILLING AND PRODUCTIVE LIVES

To provide adults with neuromuscular conditions with opportunities to lead fulfilling and economically productive lives;

- Enablers to employment at NMC
 - Commuter bus service
 - Personal care and support
- Employment opportunities
 - NMC Design+Print
 - Other Admin and Support Jobs
 - Other Social Enterprise opportunities

EMPLOYMENT

NMC is a community which operates as a springboard to enable many personal or work-related achievements.

NMC provided in 2018-19;

- Full salaried employment for 9 people with neuromuscular conditions
- Employment for 15 people with neuromuscular conditions under permitted earnings regulations (see Glossary in Appendix 1)
- 5 work experience opportunities for people with neuromuscular conditions
- Over 50 volunteering opportunities for people with neuromuscular conditions

This year 19 respondents to the Social Accounts Survey say the NMC has helped

them to stay in (or get) employment in the last 12 months.

Of those responding to this year's Social Account survey;

13% specifically said that NMC had helped them get, or stay in, employment
14% specifically said that NMC had helped them get, or stay in, volunteering roles

A series of workshops about work have been invaluable in sharing advice, knowledge and being a place for open and honest discussions. The group reflected in one workshop and came up with over 50 ways in which work had an impact on their lives. They extended way beyond the financial impact, to the need to have a purpose, the importance socially, and to being needed by others. As one person explained, contributing to the NMC community 'makes me feel I'm worthy'.

We challenged a sometimes-heard societal idea that if you have a job (even one which is not rewarding) you should stay in it. At the NMC this year people have attended or presented workshops and used volunteering opportunities to increase their confidence and skills opening doors to paid work. Work opportunities at the NMC have enabled people to achieve professional dreams by taking skills gained to work in London, others have returned to the NMC working environment when their company has stopped meeting their personal needs. People have found courage to leave their familiar job when it no longer fulfils their aspirations. 'It has helped with work/life balance'
In the Social Accounts Survey this year, 47% of respondents report they are now more ambitious to study or work because of NMC, with 38% feeling they have benefitted from development support and guidance at NMC.



DESIGN+PRINT

NMC Design+Print is a graphic design company with a difference at the heart of the NeuroMuscular Centre charity. The social enterprise is motivated, not solely by financial gain, but by the impact the company can have; on its workforce, its customers, the NeuroMuscular Centre as a whole, and people with neuromuscular conditions and their families.

IMPACT ON NMC EMPLOYEES AFFECTED BY NEUROMUSCULAR CONDITIONS

Design+Print employs 9 designers, and 3 finance/admin staff with neuromuscular conditions. The workspace is completely accessible and on-site care is provided to allow staff to work comfortably and independently. It is the company's ethos to allow its work force to be as autonomous as possible and one of the most important ways of doing this is by offering transport to staff members. Our Head of Design, Dan explains,

IT ENABLES US TO BE AS INDEPENDENT AS POSSIBLE AND IS VITAL TO THE DAY TO DAY RUNNING OF THE PLACE.



GRAPHIC DESIGN+PRINT MANAGEMENT
Part of The NeuroMuscular Centre

In the 2018-19 NeuroMuscular Centre Social Accounts Survey, one employee commented that the NMC is, 'A brilliant place to work and be inspired. A real community'. Another stated that, 'the NMC has helped me feel good about myself and feel able. Especially because I am passionate about the job that I do'.

IMPACT ON PEOPLE AFFECTED BY NEUROMUSCULAR CONDITIONS

Whilst the wellbeing, support and encouragement of staff is a big priority for the company, its role within the wider NMC community is paramount. Design+Print is at the very heart of the NeuroMuscular Centre, enabling the charity to provide employment opportunities, work placement roles and an artistic outlet for creatives with a neuromuscular condition. It is the shared belief of all departments at

the NMC that disability does not pose an unscalable barrier to career success, and NMC Design+Print is living, working proof of this.

87% of people that completed the Social Accounts survey fully agreed that the NMC is innovative, creative and ambitious.

17% of people confirmed that The NMC gave them more ambition to work or study. At first glance, this number may not seem staggering, but let's put it into context...

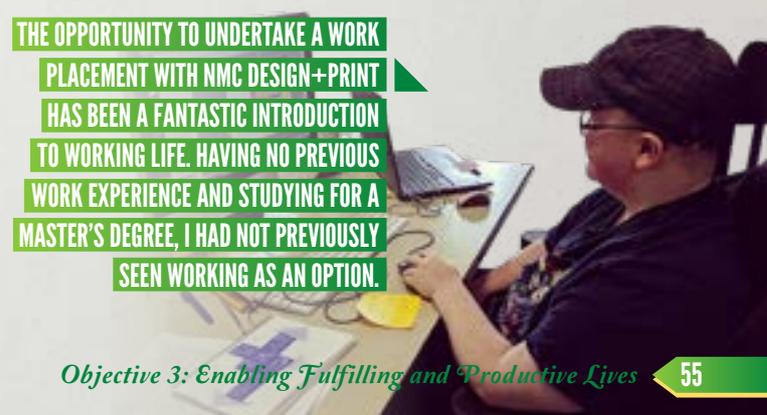
Our intake includes a cross section of society, and many of the people who come to the NMC are already in employment, are retired, or no longer looking to work due to other responsibilities. However, there are a number of young people who come to the NMC not realising that a working life is a possibility to them.

These individuals often have the more rapidly progressing forms of muscular dystrophy and, as a consequence, have often taken less traditional routes through education. Though this represents a smaller section of the NMC community, our focus is particularly on encouraging and enabling this group.



NMC Design+Print plays a crucial role in nurturing this sense of ambition and direction. One of our work placement students, who volunteered in the department throughout 2018-19 explains;

THE OPPORTUNITY TO UNDERTAKE A WORK PLACEMENT WITH NMC DESIGN+PRINT HAS BEEN A FANTASTIC INTRODUCTION TO WORKING LIFE. HAVING NO PREVIOUS WORK EXPERIENCE AND STUDYING FOR A MASTER'S DEGREE, I HAD NOT PREVIOUSLY SEEN WORKING AS AN OPTION.





The company believes that providing real and meaningful work to both its employees and work experience students is vital. The work carried out by this student was part of a live brief to develop a new website for the Centre. Working alongside Head of Design and our website designer, he built new skills and refined his craft whilst contributing to the NMC in a way that has had an undeniable impact on marketing by boosting the visibility of the charity and widening its potential audience.

internal, professional Design Company made up of extremely talented colleagues 'at our disposal', the charity is able to have cost effective materials that enable extended reach, far wider than would otherwise be possible. The strong relationships and understanding that exists between colleagues at NMC and NMC Design+Print is also vital to how we operate; we believe we have the same values and vision of how best to promote and present ourselves and wouldn't exist elsewhere.



IMPACT ON NMC AS A CHARITY

NMC Design+Print works closely with colleagues at NMC to provide bespoke designs for all promotional materials and is an integral part of how the whole charity functions. By having an

The relationship between Design+Print and the rest of the NMC is one that is of mutual benefit.



Other areas of the NeuroMuscular Centre offer a wide network of possible business connections, provide support for the workforce, and offer physiotherapy within touching distance. In return, the company

provides financial support from our surplus and, perhaps most valuably, a knowledgeable and experienced graphic design service, in house and on tap – what more could a bustling fundraising team ask for?



With the backing of the charity, NMC Design+Print endeavours to prove its worth within the design industry. The goal of the social enterprise is to show that they can do just as well as solely commercially focused competitors, whilst also striving to inspire a generation of young people with muscular dystrophy and encouraging them to get creative and launch themselves on the road to career success.

IMPACT ON OUR CUSTOMERS

In turn, this is a motivating factor for existing and potential customers. Working with us helps local businesses give back to their community whilst also receiving a professional service and quality product. We provide an opportunity to help them make a social impact. The importance of this interaction was commented upon by The Winsford Industrial Estate in March 2019 when they tweeted;

FANTASTIC TEAM WHO SUPPLY WINSFORD INDUSTRIAL ESTATE AND GADBROOK PARK BUSINESS IMPROVEMENT DISTRICT WITH PRINTING; KEEPING PEOPLE WITH DISABILITIES IN THE WORKPLACE.

Customers want socially responsible transactions to be visible, and social media provides a fantastic outlet for this, and also a wonderful





source of referrals for the company. Significantly, it also gives customers a platform to shout about the good that they are doing by supporting the NMC. One local consultancy service, NFP Assist, describes this interaction perfectly;

**HAVING BEEN A CLIENT OF NMC
DESIGN+PRINT FOR MANY YEARS
WE CAN HIGHLY RECOMMEND
THEIR PRODUCTS AND SERVICE.
THEY ARE BRILLIANT! WHAT'S
MORE, YOU WILL BE MAKING A
DIFFERENCE TO FOLK AFFECTED BY
NEUROMUSCULAR CONDITIONS.
EVERYBODY WINS!**

With glowing reviews and an impressive 80% of customers from 2018-19 returning for further transactions, the design team are confident that they have crafted a winning formula. A modern and creative service that inspires employees and clientele alike, coupled with a

customer focused approach that values client input, and the bonus of social value, ticks all of the boxes. It makes the company particularly appealing to the charity sector and in 2018-19 over 20% of their client base consisted of registered charities.

Winsford Town Council commented,

**WE LOVE WORKING WITH NMC
DESIGN+PRINT BECAUSE THEY
ARE SO FAST AND RELIABLE. IF
YOU HAVE AN URGENT JOB, THEY'LL
DO THEIR BEST TO ENSURE ITS
COMPLETED-ON TIME. HAVING
A PRINT FACILITY SO LOCAL IS
BRILLIANT!**

One of the company's biggest customers, Essential Cuisine, are based less than a five-minute walk away and this proximity has created a strong bond between the two organisations.

IT IS A PLEASURE TO WORK WITH NMC, NOT ONLY ARE THEY BASED AROUND THE CORNER, THEY PROVIDE ENDLESS SUPPORT TO OUR EVER-GROWING MARKETING DEPARTMENT. NMC WERE A SECURE SHOULDER TO LEAN ON DURING OUR BUSY RE-BRAND STAGE, DELIVERING HIGH QUALITY PRINT WITHIN AN EXTREMELY TIGHT DEADLINE. WE COULDN'T THANK THEM ENOUGH FOR ALL OF THEIR HARD WORK!

During their time as customers, Essential Cuisine have made charitable donations to the NMC and have expressed an interest in sponsoring events in the future.

IMPACT ON NMC PARTNER ORGANISATIONS

The team also work closely with partners of the NMC to offer advice and support to young people with neuromuscular conditions.



THE NMC DESIGN+PRINT TEAM HAVE ALWAYS BEEN REALLY HELPFUL IN ATTENDING TRANSITION DAYS FOR ROBERT JONES AND AGNES JONES NEUROMUSCULAR PATENTS. THEY HAVE TRAVELLED OUT TO EXTERNAL VENUES AND HAVE DELIVERED INFORMATIVE AND ENGAGING PRESENTATIONS. BRINGING WITH THEM A WEALTH OF KNOWLEDGE AND EXPERIENCE IN ADDITION TO WRITTEN INFORMATION AND RESOURCES ABOUT NMC AND ALL THAT THE CENTRE HAS TO OFFER. THE TEAM ARE FRIENDLY AND APPROACHABLE AND GIVE INDIVIDUAL ADVICE TO YOUNG PEOPLE. THEY ARE ENCOURAGING AND MOTIVATING AND OFFER A RANGE OF TAILOR-MADE TRAINING, LEARNING AND EMPLOYMENT OPTIONS WHICH CAN BE ACCESSED AT NMC OR VIA HOME LEARNING ROUTE

ROBERT JONES AND AGNES HUNT ORTHOPAEDIC HOSPITAL (RJAH)

The Design team aims to show young people with neuromuscular conditions that it is possible to have a fruitful and meaningful career whilst living with MD, and that life has a lot of other exciting opportunities to offer too. Through stories, photographs and presentations, the team have shared information about accessible holidays, travel, competitive sports, moving to a new house, and having children.

Writing on the behalf of her son, one attendee commented that the most helpful part of the day was,

LISTENING TO THE FACT HE COULD BE ABLE TO WORK AND BE PART OF A COMPANY

Whilst the primary aim is to inspire young people to engage with life and work, there is a secondary goal to encourage these youngsters

to visit the NMC. Follow up visits often lead to referrals for the training team or physiotherapy, or even results in work experience placements within the social enterprise. In turn, this gives the youngsters in question a wealth of opportunity to meet people living with similar conditions and access services and support that they had previously been lacking. Although RJAH are excellent at connecting young people with the NMC, sometimes it is meeting members of our team, who have similar conditions are pursuing meaningful careers, that is the driving force to launch the first visit.

In August 2018, the NMC Design+Print team attended a transition event hosted by RJAH and Hope House Hospice where they met the development officer for CMTUK, a charity which



supports people with the neuromuscular condition, Charcot-Marie-Tooth, by offering support, advice and information. It was immediately apparent that the organisation had a lot of shared goals with NMC. The team immediately suggested a visit to the NMC, and the 'CMT Kids' part of the charity were quick to accept. As a result of this meeting, a group of young people from CMT Kids took part in an NMC Photography workshop, visited the physiotherapy department to find out more about available treatment, and also provided a live brief for NMC Graphic Design students to produce a flyer for one of their events.

be the start of a long-lasting partnership between the two organisations.

These links strengthen the NMC's ties with both The Robert Jones and Agnes Hunt Orthopaedic Hospital and Hope House Children's Hospice but have also allowed the design team to get a better understanding of who the organisations are and how they link together. This has become valuable information as the organisations also become a customer. NMC Design+Print have now designed two transition invites for them as well as posters and flyers for a brand-new youth group that the organisations are launching.

This project was supported by the design team and provided an excellent opportunity for students to experience working on a time critical, external job with a real audience. It is our hope that this may

IMPACT ON THE LOCAL COMMUNITY



Through interactions with existing customers, potential customers, visitors and connections made through networking

events and business expos, the design team are constantly marketing the NMC to an audience that it may not otherwise reach. The social enterprise is always discussed in relation to the wider charity and our shared ethos. Whilst offering their design and printing services, the team also raise awareness about neuromuscular conditions, encourage business owners to support the NMC and spread the word to anyone they know that may be affected by the condition. Connections made at networking events often become profitable for the charity. We met Redwood Copy at a local networking event based in Delamere, discussions led to a visit to the Centre and subsequently they have agreed to run a copywriting workshop for NMC staff in the coming year.

The connection that was established also influenced their outlook about working with a disability:

THROUGH NMC DESIGN+PRINT, THOSE LIVING WITH MD ADD VALUE TO BUSINESS THROUGH THEIR CREATIVITY AND SKILL IN GRAPHIC DESIGN. AFTER VISITING THE CENTRE, I WAS IN AWE OF THE PROFESSIONALISM AND QUALITY OF WORK. THE CENTRE REMOVES OBSTACLES ALLOWING ITS WORKFORCE TO FULFIL THEIR POTENTIAL IN THE CREATIVE INDUSTRY. ALI HAS MADE ME THINK DIFFERENTLY AND BELIEVE THAT MOST THINGS ARE POSSIBLE WHEN THERE IS SUPPORT





Often, the design work produced by the team, and their customer focused approach, speaks for itself. 97 of our 172 customers are based in the Mid-Cheshire area and include local businesses, schools, MP's, churches, individuals and the local council. We love working with local people and helping them have an impact on our community. We work closely with these customers to help them share information, advertise events or services, raise awareness for community groups, social movements and charities, and we also have the privilege of helping local people celebrate life events by designing wedding stationery, baptism invitations and mark funerals by producing order of service booklets. We get to know people at the most exciting or challenging times of their lives, and we are proud to accept the responsibility of helping

them produce the best possible documentation for their need.

The team believe in fostering relationships with other charitable organisations in a bid to establish mutually beneficial partnerships. Cheshire Connect explain how this works;

CHESHIRE CONNECT HAS HAD A HAPPY AND LONG RELATIONSHIP WITH THE NMC DESIGN AND PRINT UNIT. WE HAVE REALLY APPRECIATED THE OPPORTUNITY TO WORK COLLABORATIVELY ON DOCUMENTS FROM THE CONCEPT STAGE THROUGH TO DESIGN AND PRODUCTION AND HAVE ENJOYED BEING MADE TO FEEL LIKE OUR WORK AND SUCCESS IS JUST AS IMPORTANT TO THEM AS IT IS TO US. KNOWING THAT WORKING WITH NMC DESIGN+PRINT SUPPORTS THE WONDERFUL WORK OF THE NMC ALIGNS VERY MUCH WITH OUR OWN VALUES OF MAKING A DIFFERENCE IN OUR COMMUNITY



As well as being a regular customer that frequently recommends our services to their extensive business network, Cheshire Connect have also become interlinked with the NMC as a whole. Whilst regularly making use of the NMC Event Space to host meetings, networking sessions and small events, Cheshire Connect have also connected the Centre with a new Trustee – their recently retired CEO.

NMC Design+Print also supports the partnership between the NMC and Bright Life – another local Cheshire Charity. Together, the two charities aim to reduce social isolation and loneliness for people affected with neuromuscular conditions. Bright Life have supported the formation of several clubs at the NMC including Connect Up and Read and Connect. As well as providing all the design

and printed materials to market these groups, the design and print team have also begun to work with Bright Life to support their own endeavours.

Bright Life say;

IT IS FANTASTIC TO WORK WITH AND SUPPORT THIS NOT-FOR-PROFIT ORGANISATION WHICH EXCELS IN PROVIDING A DEDICATED AND INNOVATIVE PRINT SERVICE. NMC PRINT AND DESIGN PROVIDE A VERY EFFICIENT AND PROFESSIONAL SERVICE AND WE ALWAYS FEEL THAT THE TEAM ARE WILLING TO GO ABOVE AND BEYOND TO PROVIDE AN EXCELLENT CUSTOMER SERVICE





CONCLUSION



For many people, it is the combination of services offered by the NMC that make it such a special place.

This is brilliantly summarised by the following comment from the 2018-19 Social Accounts survey;

THE NMC HAS BEEN A BIG PART OF MY LIFE FOR NEARLY 30 YEARS. IT HAS GIVEN ME HOPE WHEN I THOUGHT THERE WAS NONE, CONFIDENCE IN THE BELIEF THAT I CAN ACHIEVE WHAT I THOUGHT WAS UNACHIEVABLE AND MOST OF ALL HEALTH WHICH I WOULD NOT HAVE HAD WITHOUT THOSE 30 YEARS. THERE ARE NOT ENOUGH WORDS TO DESCRIBE THIS FANTASTIC PLACE OF WORK, SUPPORT AND PHYSIOTHERAPY BECAUSE IT IS 2ND TO NONE

When all of the departments at the NMC come together, the impact is undeniable. The focus of inclusivity, empowerment and achievement is the cement between us, and fuels our joint aim to improve the lives of people with neuromuscular conditions. This is supported by the following statistic: An amazing 92% of respondents to the Social Accounts Survey, agree that we are an inclusive community which is formed, influenced and guided by people with neuromuscular conditions for people with neuromuscular conditions. It is vital that the NMC is recognised as an organisation that not just employs, but is also run by people with neuromuscular dystrophy. This is, perhaps, most evident in Design+Print where all but one designer has muscular dystrophy, and that includes our Head of Design.

When asked why we do what we do, we would direct you to the following statement:

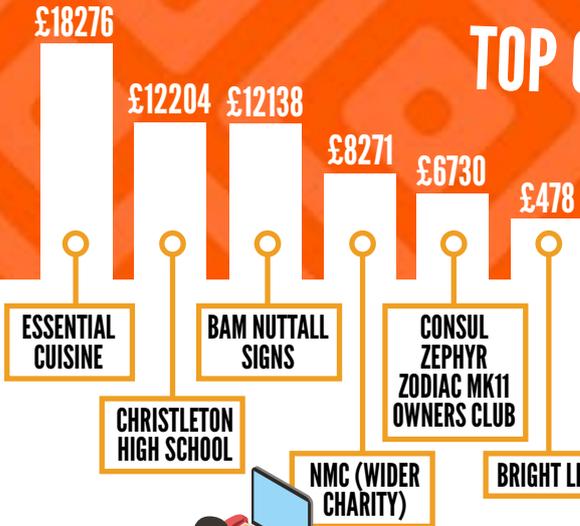
BECAUSE OF THE NMC I NOW HAVE SOMEWHERE I CAN BE ME AND I HAVE MADE NEW FRIENDS. AT THE NMC I AM BUILDING MY CONFIDENCE IN A NON-JUDGEMENTAL AND CARING ENVIRONMENT. THE PEOPLE HAVE ALSO HELPED ME GROW AS A PERSON AND HAVE TAUGHT ME THAT I CAN ACTUALLY DO THINGS THAT I NEVER THOUGHT WERE POSSIBLE. I AM ALWAYS COUNTING DOWN THE DAYS UNTIL I'M NEXT IN BECAUSE I FEEL LIKE THE NMC IS MY SECOND HOME AND THE PEOPLE ARE MY EXTENDED FAMILY



A few stats about NMC DESIGN+PRINT



TOP CUSTOMERS BY VALUE BILLED 2018-19



WE ISSUED
430
INVOICES
IN 2018-19

THIS
REPRESENTS
172
CUSTOMERS

97
ARE BASED IN
MID-CHESHIRE

39
ARE REGISTERED
CHARITIES





WE LOVE IT WHEN TEAMS OF VOLUNTEERS LIKE THIS GROUP FROM TATA STEEL COME AND HELP WITH PROJECTS RANGING FROM GARDENING TO PAINTING. THANK YOU TO ALL OUR VOLUNTEERS!

OBJECTIVE

4

DEVELOPING POTENTIAL

To enable people with neuromuscular conditions to expand and fulfill their potential;

Training courses at NMC:

- Level 1, 2 and 3 in Graphic Design
- Music, Animation and 3D Printing courses
- Have an accessible training suite with the most appropriate up-to-date software, workstations and equipment
- Delivering courses in a tailored and flexible way that enables students to be challenged, but work at a pace that best suits them

Home Study training opportunities

- Provide the most appropriate and up-to-date communication tools to support student-tutor

interaction

- Provide full tutor support throughout the course to guide, advise and offer feedback on the coursework.

Workshops

- Provide a nurturing environment which encourages people to develop their self-confidence
- Provide workshops and taster sessions for those with neuromuscular conditions or their carers
- Provide work experience opportunities
- Provide an environment where role models can share experiences and approaches

Transition Support service for young people and their families

- Provide a range of stimulating, challenging and enjoyable Short Break opportunities

- Hold Transition Workshop events
- Run Bushcraft sessions on site through the summer aimed at 13-25 year olds
- Hold Sports Day sessions for those aged 13-25 years old
- Support the Titans NMC Powerchair Football team
- Enable Duke of Edinburgh Award Scheme

NMC Shed Club

- This group of Carers and Service Users work collaboratively to produce garden furniture and other timber items in the workshop

OVERALL APPROACH

NMC seeks to unlock and develop the potential of those who have a neuromuscular condition. Our aim is to do so at any point in life through Training, Development and Experience.

TRAINING & DEVELOPMENT

Exciting developments have taken place this year to extend the range of the training courses available at the NMC and for those choosing to study remotely from home.

We run level 1, 2 and 3 Graphic Design courses alongside Music composition, Animation and Life Skills training.

National changes in government funding for Adult Education across the country have impacted on the opportunities available for many people to access free training. Locally the merger of colleges within Cheshire and relocation of courses to more distant venues has also impacted on our younger students with neuromuscular conditions.

With this knowledge, people who attended a selection of workshops at the NMC were asked whether they would attend a similar workshop if it was not hosted by NMC. Comments below reflect the importance people place on the safety of the NMC environment, the confidence felt that you are accepted with your disability, and access to the facilities they need.



NMC WORKSHOPS

I ATTENDED BECAUSE OF
THE SAFE ENVIRONMENT



WII CHALLENGE

ATTENDED BECAUSE
IT WAS AT THE NMC

I ATTENDED BECAUSE IT HELPED
MY CONFIDENCE – I FEEL ACCEPTED
AT NMC WITH MY DISABILITY



I ATTENDED BECAUSE THE
KITCHEN IS ADAPTED

COOKING

ATTENDED BECAUSE
IT WAS AT THE NMC

I ATTENDED
BECAUSE NMC
HAS ALL THE
FACILITIES I NEED

I ATTENDED BECAUSE OF DISLIKE
FOR UNFAMILIAR SURROUNDINGS
NOT KNOWING ANYBODY ELSE AT
OTHER PLACES



AFRICAN DRUMMING

ATTENDED BECAUSE
IT WAS AT THE NMC

I ATTENDED BECAUSE
OF THE ACCESS

I ATTENDED BECAUSE
OF THE SEATING

I ATTENDED BECAUSE
IT BUILDS MY CONFIDENCE

I ATTENDED BECAUSE
I FELT COMFORTABLE



PEBBLE PAINTING

ATTENDED BECAUSE
IT WAS AT THE NMC

IT WOULD HAVE BEEN MUCH MORE
DIFFICULT FOR ME TO ATTEND AT
OTHER LESS ACCESSIBLE VENUES

IT WAS AN
OPPORTUNITY TO
TRY SOMETHING
NEW WHICH IS FREE

Our workshops are led by members of the NMC community as a platform to share their skills and talents. This offering is a key element for the future of training with many new subjects being explored such as, Drone flying, Mindfulness, Cooking, Gaming, Pebble painting, Card making and African Drumming. The workshops have been great for making social connections and building confidence without the commitment of signing up to a long course.

This year 38 students have worked with a member of the team to explore their expectations and ideas of how participating in a training course or workshop would impact on their lives. This has been a record amount of people we have supported with a significant increase of female students. People of all ages have been coming into training, with a range of different goals and ideas.

Taster sessions are increasingly popular with students and have a great impact on the choices they make for future study. Links with Hebden Green Special School have been strengthened this year and following a graphic design course taster session one 17-year-old student chose to study Graphic Design with us for one day per week while still studying at school. This has opened a door for him to continue to study with us after he leaves school which is particularly valuable as he would not yet feel confident to attend a college.

All courses have been designed to enrich the individual, mindful of their needs and circumstances. Students can study at their own pace. Students have a choice of either coming

into the Centre to have one-to-one face to face tutor support or, study at home in the comfort of your own surroundings and receive support via Skype and TeamViewer. All the course websites are password protected and course materials are delivered through easy to follow video tutorials and work sheets. We pride ourselves on supporting each student individually to enable them to work at their own pace with the aim of ensuring no one ever “falls behind” because of a period of absence due to ill-health for example.

It was decided to transform our current level 3 course by introducing a work placement module that would work in partnership with NMC Design+Print. The new level 3 graphic design course will soon cover

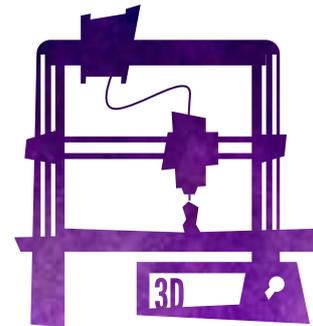
interview skills, professional large-scale printing and communicating with a Client. We want to prepare students for a work environment and make the transition for student life over into the workplace as smooth and comfortable journey. This has also strengthened our working relationship with Design+Print by allowing students to gradually build up their professional design skills while being introduced to a professional work.

In the summer of 2018, we delivered experimental 3D Printing workshops over 6 weeks. This was a turning point for NMC Training because we identified the power of group activity and social connections. This latest technology is particularly

popular with our students and we are developing a 3D printing club. In June we held a new event called Power of Creativity and for the first time, we opened the NMC doors on a Saturday. We wanted to honour the hard work of all the creative people at the NMC. We were delighted to showcase the work produced by students, club members and volunteers. We invited family, friends, carers and companies to

celebrate skills, achievements and show off some amazing talents. Over one hundred people attended the event and we held an awards ceremony with certificates

that had been designed by Design+Print.



**IT'S MADE ME FEEL CALM AND FULLY INVOLVED
IN THE CENTRE. THE ATMOSPHERE HAS ALSO
MADE ME FEEL MORE CONFIDENT AND INSPIRED**



TRANSITION

Enabling young people with neuromuscular conditions to grow up into rounded, happy and effective citizens lies at the heart of NMC's ethos. It is just such aspirations that created the energy and determination to found our charity back in 1990. And those same aims remain to the fore in our work still. Indeed, our work around what has come to be known as Transition, has taken on renewed energy and focus in these last couple of years.

41% of respondents to the Social Accounts Survey said that NMC had influenced their aims and ambitions for Transition.

AIMS AND AMBITIONS *for Transition*

Of those respondents, the following proportions indicated the type/scope of aim or ambition that had been influenced at NMC;

SAID IT WAS MORE AMBITION TO WORK OR STUDY

47%

SAID IT WAS ABOUT ASPIRING TO HAVE BETTER, CLOSER RELATIONSHIPS BEYOND FAMILY

43%

66%

SAID IT WAS ABOUT PURSUING WIDER INTERESTS AND HOBBIES

64%

SAID IT WAS GREATER AMBITION TO LIVE INDEPENDENTLY IN THEIR OWN HOME

47%

SAID IT WAS TO MAKE MEMORIES AND HAVE MORE ACHIEVEMENTS



AN OPPORTUNITY AROSE FOR NMC TO RE-EMPLOY ONE OF ITS FOUNDING EMPLOYEES. LORRAINE HAD WORKED FOR NMC IN THE EARLY DAYS AND BELOW, SHE TELLS THE STORY OF HOW SHE HAS RETURNED TO SPEARHEAD OUR WORK AROUND TRANSITION;

CASE STUDY

Lorraine Woolley



Hi I'm Lorraine and I began my role as Transition Officer on 2nd February 2019 when I took the reins from our lovely Millie, who has laid the strong foundations for helping our young people in transition from children's services to adult services here at the NMC. I've had an amazing journey so far getting to know everyone and looking for ways to help people to aspire and achieve their goals.

For those of you who may not know, my original journey started in 1990 when I was lucky enough to be introduced to The Neuromuscular Centre as a youngster myself (yes, I was young once!) I worked alongside one of the NMC founders Sarah Kelly for 13 years and gained fantastic experience, confidence and self-belief which gave me a springboard into open employment. I then went on to work for British Telecommunications for 16 years and this gave me a taste of open employment and independence. I hope to bring some of that experience back with me to share with our young people and show them that they really can achieve their dreams if they want to.

I'm currently recruiting our second wave of Duke of Edinburgh candidates and I am really excited about this. Some of our youngsters are now coming towards the end of their Bronze Award and I am going to take them forward to do their Silver Award. It's going to be a great journey and I am feeling my way to achieve this. The Duke of Edinburgh awards will enable our youngsters to learn new skills, undertake voluntary

work and take part in an expedition whereby they will be in the great outdoors learning how to orienteer and survive the challenges that they will be faced with. It's going to be character building, confidence building, and we will be working on a can-do basis.

I've got lots of activities lined up for the Summer starting with 'Bush Craft & Survival Skills' and some transition events called 'Up, Up and Away'. My intention is to get our young people spearheading these transition events and to enable them to build on the potential I can see within them. I'm going to

MY INTENTION IS TO GET OUR YOUNG PEOPLE SPEARHEADING THESE TRANSITION EVENTS

be encouraging them to participate in delivering presentations, public speaking and involving them in planning the event. I can see that they are all very capable people who just need the opportunity to undertake such tasks.

I'm hoping this will be a stepping stone to overcoming any confidence issues and showing that I do truly believe in their capabilities as young adults.

It's going to be a very busy year and I'm looking forward to learning

more about my role and implementing some new ideas and activities to build on the fantastic work that Millie has already put in place. It is an absolute privilege to work with such wonderful people and I am excited about the year ahead.



THE SOCIAL ACCOUNTS SURVEY ASKED FOR COMMENTS ABOUT NMC'S INFLUENCE ON TRANSITION;

AS A CARER, I CAN SEE
AMBITION THAT HAS BEEN
SET FREE. VIRTUALLY
ANYTHING IS NOW WITHIN
REACH FOR THESE GUYS



THE NMC IS BUILDING MY CONFIDENCE,
GIVING ME SELF-ESTEEM AND BRINGING
MORE ENERGY TO LIFE. IT HAS TAUGHT ME
TO RESOLVE MY ANGER ISSUES WHICH HAS
RESULTED IN BETTER RELATIONSHIPS WITH
FAMILY, FRIENDS AND ACQUAINTANCES.
I'M VERY GRATEFUL TO THE NMC

NMC HAS ENCOURAGED ME
TO BELIEVE THAT GOALS ARE
ACHIEVABLE IF YOU ARE MOTIVATED
AND WORK HARD. HEALTH
CONDITIONS DO NOT HAVE TO BE
AN INSURMOUNTABLE BARRIER
TO PERSONAL OR CAREER-BASED
SUCCESS

WORKSHOPS

In addition to offering many well received social opportunities, the Connect Up team (we describe that project in objective 2) has also been delighted by the impact their brand new programme of workshops has had on people's health and wellbeing. 5/6 people who have completed review questionnaires are feeling more optimistic about the future and 6/6 have been feeling more useful.

We are in a unique position as an organisation that we always seem to have people in our midst with 'expert' knowledge about how to

live a purposeful life with a neuromuscular condition. People have shared their many professional skills and for the first time ever, haircuts and beard trims have been available at the NMC thanks to a very talented hairdresser. A retired dietician led an enlightening session on ways to improve the experience of eating and drinking when swallowing is difficult due to muscular weakness.



A young woman with long red hair and glasses is sitting in a wheelchair in an office setting. She is wearing a black jacket and blue jeans. The background shows a desk with a computer monitor, a pen holder, and a green chalkboard.

THE FOLLOWING CASE STUDY HAS BEEN WRITTEN BY ELLIE TO ILLUSTRATE SOME OF THE IMPACT THAT NMC HAS HAD IN HER LIFE;

CASE STUDY

Ellie Logan

I'll be honest I have no idea where to start. I mean I guess its common decency to introduce myself, so... Hi my name is Ellie and I'm 19yrs old, almost 20 at the time of writing. Anyway, I have been attending the Neuromuscular Centre now for about 2 years.

The reason why I attend the NMC is because I have this weird medical condition and no one knows what it is. All we know is that I have some mutation, which causes a neuromuscular condition. I have to say I feel slightly scammed, considering I have some mutation but no superpowers? How Rude.

So, I guess I'll give a bit of background on my condition. When I was born I was Hypermobility; in other words, I was as floppy as a rag doll. However, that was about it for a few years, apart from being a late walker and having flat feet. I was so lucky I got to wear those special boots, you know what I mean, those super fashionable orthotic boots. Such a fashion statement back when I was a kid. Oh, I also used to

fall over my own shadow, like constantly. You'd think someone would have picked up on something by this point, but nope. It wasn't until I was about 6 or 7 when the Doctors finally realised something wasn't quite right. One biggy was that I had no reflexes at the time. From there I kinda spent most of my life in hospital waiting rooms (I know... play the violin for sad old me). After many appointments I started seeing a special neuromuscular consultant and since then I have had numerous tests, which all came back negative.



**I HAVE ALSO
LEARNED NOT
TO HIDE OR BE
ASHAMED OF MY
CONDITION**

My muscle condition was manageable for me for a while. I was still walking independently when I attended the first two years of high school. Things changed at the end of year 8. I fell and broke my foot and due to me being too weak to use crutches I had to use a wheelchair. You can imagine at the time I was not the most thrilled about it. I was more annoyed than anything because using a wheelchair was something I was always against. I had a muscle biopsy one year and I walked out a couple of hours later, well badly limped out against the doctor's protests. Year 9 started, and I went in my wheelchair and I'll be

honest, the school years 9, 10 and 11 were not that great. Firstly, the school wasn't equipped for the chair as I was their first wheelchair user. To deal with me they would shut me in a classroom during break times and I wasn't allowed to use the lift to attend classes. I lost a lot of friends and I also lost myself. In year 9 I focused a lot on getting back to walking and I was doing pretty well until the first day where I walked all around the physio department (not at NMC) just holding onto the back of my wheelchair. But I fell later that night literally standing on the spot and buckle-fractured my ankle. Everyone gave me a thumbs up for not shouting a lot of profanities in front of my mum.

CASE STUDY

It's about 2014 now; I ended up missing a lot of school year 10 because I spent a lot of time in hospital that year. I went from never having a chest infection to having a super bad case of pneumonia. That year the hospital discovered I had Scoliosis; great fun. It was okay at first, but my health continued to get worse. I was being admitted into hospital with many more pneumonia episodes. They say it was because my curvy spine was crushing my left lung and trapping bugs in there. My curve quickly changed from 40 degrees to 70, so I needed surgery. When year 11 started I just stayed in the library trying to do some kind of work that I found for myself, but



I didn't stay long. But for other reasons that I don't feel comfortable saying, I quit school that year.

2016 the 7th of June. Surgery finally came and it went way better than they thought! They were saying all this stuff about putting me in a coma, but I was like, 'nope, trust me I'll be fine' and apart from a few blood transfusions I was good. I was laughing and joking that night, but the next day was not so great. I almost popped my clogs and gave everyone a little scare, but I thought I'd stay a little longer and see how this weird thing we call life pans out.

Surgery was a great thing for me. It certainly wasn't easy and I even regretted it for a few months but after a while, I didn't. The only downside was I lost a bit of my mobility, but no hospital administrations so I guess I should look on the bright side.



College!! After all the doom and gloom all I need to say was that I loved the first year of college! Most good things come to an end and as the year finished I went through a bit of a bad time mental health-wise. You know depression and rubbish stuff like that, so unfortunately I quit and wallowed in self-pity for a while at home. However, during this time, I was being referred to

somewhere called The Neuromuscular Centre by my consultant in Oswestry. I'll be honest I wasn't the most thrilled. I thought I was being referred to some scary physio Bootcamp. Nevertheless, I went to the assessment and for some reason I left

without feeling down about myself, which I'm not used to after visiting a physio. I ended up staying and attending the NMC for most of the year just doing physio and gym on alternate Fridays. This led to my physio, Liv, noticing that I still wasn't feeling that good as my confidence was still pretty dreadful, so Liv showed me the Graphic Design course in Training and Development.



I had nothing to lose trying it out. So I said yes and luckily, they could organise transport so I could come in on Tuesdays. This led on to Thursdays as well. Unfortunately, I can easily get bored with things. I felt I'd done enough Graphic Design, but I didn't want to stop coming into the NMC. Luckily Lorraine started to work there as the Transition Officer! It's hard to explain how, but somehow, I just started to help with her projects and sometimes work alongside her. This was great fun. So now I spend my Tuesdays, Thursdays and Fridays there, and honestly sometimes Wednesdays, helping



Lorraine. I'm involved in organising events and helping the younger individuals to come out of their shell, just like the NMC did for me.

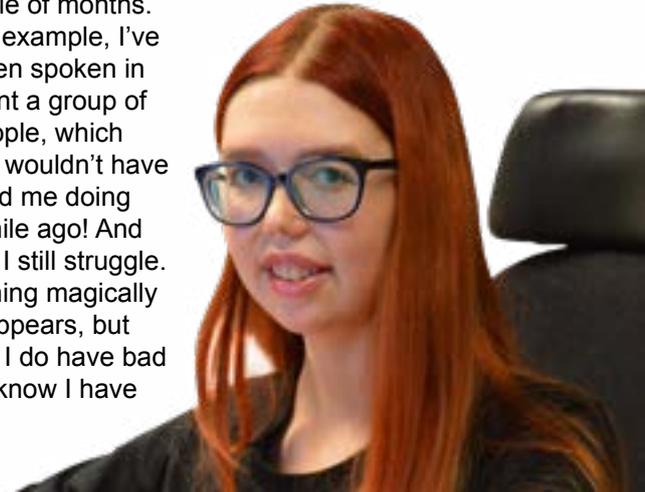
I hate being cringe, but I'll be completely honest I don't know where I'd be if it wasn't for this unique place. I've always struggled with confidence and mixing with people, but somehow, they have improved that over the last couple of months.

For example, I've even spoken in front a group of people, which you wouldn't have found me doing a while ago! And yes, I still struggle. Nothing magically disappears, but when I do have bad times, I know I have

people that I can count on.

Everyone is unique here and I could easily name a handful of people that have truly helped me since being here, whether they realise that or not.

It's never a dull moment at the NMC and I'm truly grateful for it. I guess I'm done talking about myself now. I did try to save you time, by making an extremely long story short. See you around!



**THE BUSHCRAFT COURSE WAS GREAT
FUN. COOKING AND PREPARING FOOD
WAS EXCELLENT FUN!**



How well does NCMC LIVE UP TO IT'S VALUES?



The NMC values are reviewed every year and, as a result, are occasionally updated or refined. Despite annual review they remain virtually identical to the values that we last fully refreshed in 2012 (There have only been very small tweaks in wording since then) and indeed some are still identical to those in place even longer ago.

We last asked our community to rate our collective adherence to our values in 2015. Because some of our values have been

unchanged, we are able to show some comparison over time. In relation to one of our values, we have seen a notable positive shift of views which is highlighted further on in this section.

In these Social Accounts we have measured the degree to which those in the NMC community feel the values are apparent in our day to day working.

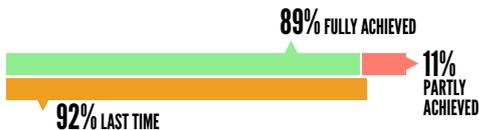
The values are given a good level of 'coverage' in the Centre. We have a recognition scheme that celebrates individuals from across our community

who have gone the 'extra mile' in terms of kindness and thoughtfulness. All the promotional documentation for this scheme references the NMC values.

The NMC has a new 3 Year Strategic Plan which is also promoted and communicated to our community. In highlighting the 10 new Strategic Priorities we also remind everyone of our values.

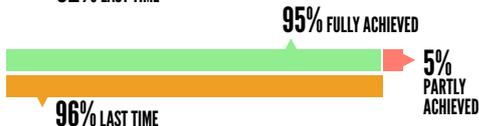
Here are the results from the 2019 Survey measuring people's perception of our level of adherence and achievement against our values (2015 results shown as "last time" for comparison).

VALUE 1 WE ARE A CARING ORGANISATION WITH AN OPEN MANAGEMENT STYLE WHICH VALUES AND RESPECTS INDIVIDUALS



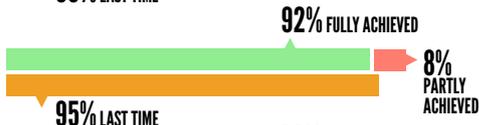
DOWN
3% FROM LAST TIME

VALUE 2 WE ENJOY WHAT WE DO, CREATING A WARM, WELCOMING AND POSITIVE ENVIRONMENT



DOWN
1% FROM LAST TIME

VALUE 3 WE ARE AN INCLUSIVE COMMUNITY WHICH IS INFORMED, INFLUENCED AND GUIDED BY PEOPLE WITH NEUROMUSCULAR CONDITIONS



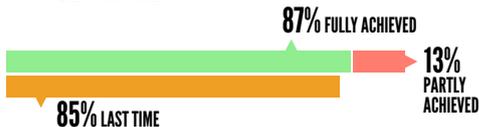
DOWN
3% FROM LAST TIME

VALUE 4 WE CREATE AND MAINTAIN AN ENVIRONMENT WHERE DISABILITY IS NO BARRIER TO ACHIEVEMENT



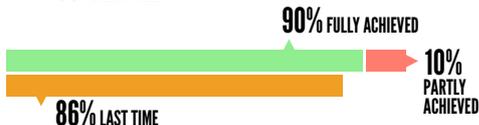
DOWN
2% FROM LAST TIME

VALUE 5 WE ARE INNOVATIVE, CREATIVE AND AMBITIOUS



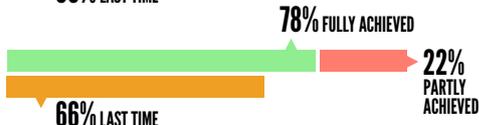
UP
2% FROM LAST TIME

VALUE 6 WE CELEBRATE OUR SUCCESSES AND ACHIEVEMENTS



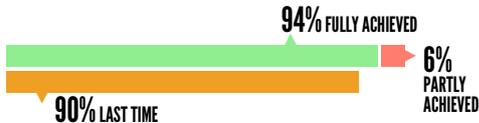
UP
4% FROM LAST TIME

VALUE 7 WE BELIEVE IT IS IMPORTANT TO CREATE A HIGH LEVEL OF UNDERSTANDING OF WHAT WE DO IN THE WIDER COMMUNITY



UP
12% FROM LAST TIME

VALUE 8 WE HAVE THE HIGHEST ETHICAL AND PROFESSIONAL VALUES AND STANDARDS



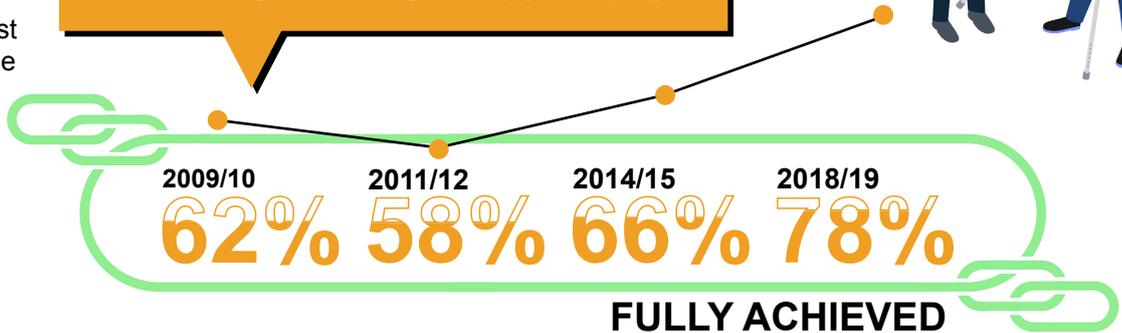
UP
4% FROM LAST TIME



We have found it a hugely reassuring endorsement of our culture, ethos and approach to be rated so highly by our community against these values. In most cases there is no substantial or significant shift of opinion since our last survey in 2015. 4 have gone down slightly and 4 have gone up.

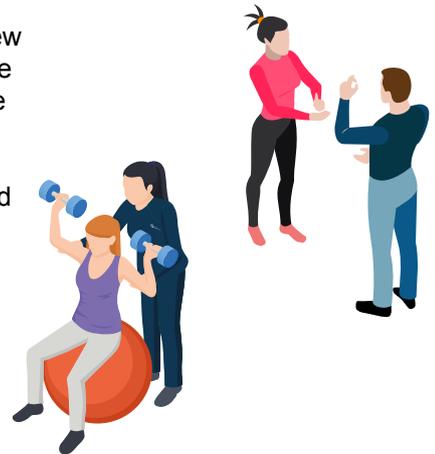
It is only the result relating to our creation of wider understanding of what we do in our community which has substantially and positively shifted. This caused us to look back over a longer period at survey results about that value. This value's wording has remained unaltered for many years enabling a comparison over a longer time frame.

VALUE 7: WE BELIEVE IT IS IMPORTANT TO CREATE A HIGH LEVEL OF UNDERSTANDING OF WHAT WE DO IN THE WIDER COMMUNITY



We offer an interpretation for this shift upwards in people's sense that, in the wider community, we now have a better profile for our work. Since the 2014/15 Survey NMC has won The King's Fund/GSK IMPACT Award, won the Queen's Award for Voluntary Service, publicly celebrated 25 years as a

Charity, and opened the new building extension. All these events and accolades have been very visibly shared, involved or experienced by many of our community and there is probably a greater feeling that we are on the map and that our work is more publicised.



ECONOMIC IMPACT

NMC BUYING POLICY

We aim to spend with local companies if we can and increasingly, we encourage an awareness of, and sourcing from, the range of goods and services available from the Social Enterprise Sector but recognise we remain keenly price driven in our purchasing decisions.

MONEY SPENT WITH SUPPLIERS

In total, NMC spent £328k with our suppliers. We have analysed our spending to establish how much of this figure we have real discretion/choice over supplier. That figure is 79% of the total spend or £260k.

This leaves an element of our spending (21%) with suppliers of things like utilities, insurance and banking where we have no local supplier choice.

Of the expenditure over which we have discretion, we spend 79% (£205k) with local suppliers, which we define to be within 50 miles. The total amount spent with our suppliers has dropped slightly year on year – down £7k - but the proportion spent with local suppliers is up 6%.

We are proud to support local social enterprises and businesses to such an extent, very pleased to record an increase, and we aim to continue to do so.

SALARIES PAID

Our salaries paid for 2018-19 were £737k to 50 people (26 FTE's).

All but one of our employees live in the Region, within 30 miles of NMC and the majority within 10 miles.

We assume that a substantial percentage of the salaries we pay are also therefore spent in our local economy.

ENVIRONMENTAL IMPACT

NMC is increasingly aware of its environmental impact. Major energy efficiency improvements were incorporated into our building project in 2016-17. We replaced the side walls/windows in the oldest part of the Centre for more energy efficient construction and we also completed a solar panel installation.

WHAT DO WE DO WELL?

- We are committed to recycling and that is an embedded part of our culture – all glass, paper, plastics and cans are recycled or reused.
- We continue to be vigilant on thermostat and boiler settings

to ensure waste is minimised.

- We continue to work successfully to reduce minibus fuel usage

KEY NEW DEVELOPMENTS THIS YEAR

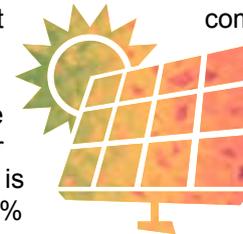
We installed solar panels in 2017. This year for the first time we have been able to analyse the comparative impact of this.

- In 2017-18 our full year electricity usage cost £4,739
- In 2018-19 our full year electricity usage cost £4,182
- The full net saving/reduction attributable to the solar installation is £557 or 12%

SHED CLUB

Shed Club is a group of men (some with a neuromuscular condition and some who are Carers) who do woodworking and make a variety of items for sale. Part of the ethos and enthusiasm of the NMC's Shed Club is to re-use otherwise scrap materials. Their commitment to recycling is infectious and they have encouraged many in the NMC community to keep and

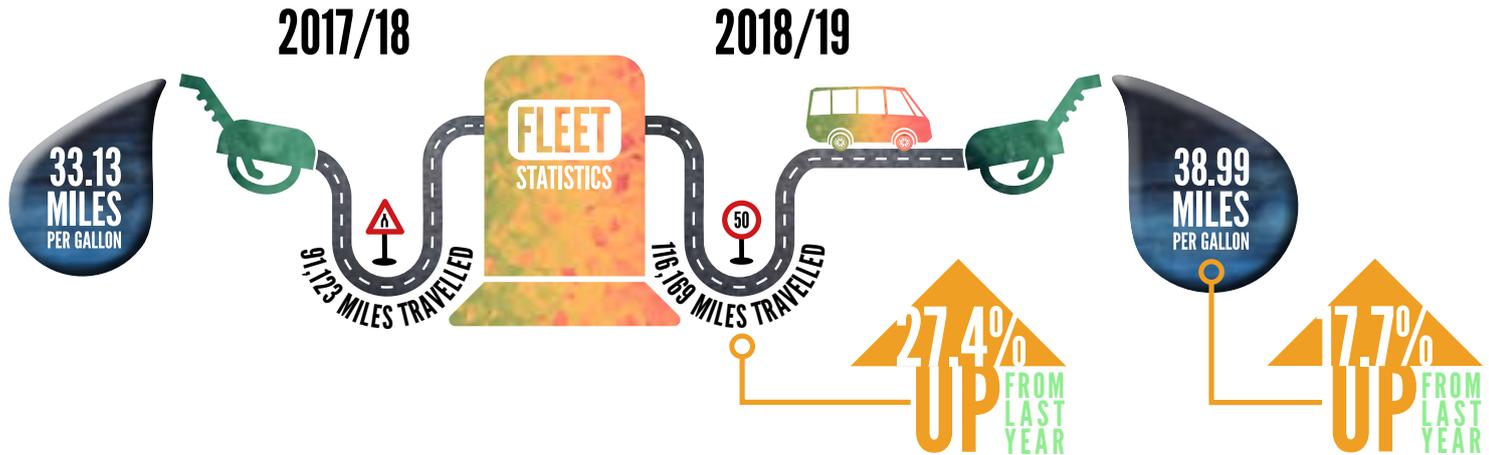
look out for materials on demolition sites and elsewhere that could be donated to provide them with raw material.



MINIBUS SERVICE

The annual fuel costs alone, for the whole fleet, are just over £18k for 2018-19. The fleet covered 116,169 miles. Here is a year on year comparison show a dramatic increase in economy;

We attribute this increase in fuel economy to newer vehicles and longer runs, including more motorway travel.



CONCLUSIONS AND SUMMARY

from 2018-19 Social Accounts

It has been a year of growth for NMC.

Growth in terms of quantity of people for whom we can confidently say we have made an impact.

- That has been growth in the numbers of people attending for physiotherapy.
- Growth in the number of people doing gym sessions at NMC.
- Growth in number of people studying and

involved in personal development at NMC.

- Growth in the number of people with neuromuscular conditions in employment at the Centre.
- Growth in the participation in social and friendship activities.

Growth also in the range of support offered by NMC

- A broader much more established Transition support service

- Workshops established as a regular element
- Gardening and Craft Clubs established

Growth in the demonstrable impact of our work

- Clear research data published around positive impact of exercise
- Clear data to show the positivity that so powerfully impacts on the lives of those attending NMC
- Positive trends in feedback around our

adherence to our values, from what was already a high base level.

- Strong evidence of positive impact on developing friendships, citizenship, lives with purpose and social activities

We are pleased that this set of Social Accounts offers explanation and evidence to provide a clear picture of the overall impact of NMC.

THANK YOU

We would like to thank the Social Audit Panel for their role in providing independent scrutiny and review. The time that they gave to help NMC through this process was hugely valued. This year that panel was;

- Sue Osborne, Social Auditor and Chair of Panel
- Professor Jamie McPhee, Head of Sports and Exercise Science Faculty, Manchester Metropolitan University
- Councillor Kate Cernik, Cheshire West and Chester Council
- Ian Martin, NMC Trustee and observer





**THE NMC IS MY LIFELINE. I'VE
ATTENDED FOR MOST OF MY ADULT LIFE
AND I COULDN'T FUNCTION WITHOUT
THIS PLACE. MY PHYSICAL AND
MENTAL WELLBEING IS TAKEN CARE OF,
AND I ALWAYS HAVE SOMEWHERE TO
TURN AS MY CONDITION WORSENS**

APPENDIX 1

Glossary of Terms

Care	Help with practical tasks
Carers	All those who help to care for our Service Users at home or in some other part of life
DLA	Disability Living Allowance
Families in transition	Those families where a child is between 13 and 19 which involves shifting from child to adult services – particularly health and social care
Formal Carers	An employee whose job is to provide care
Informal Carers	Usually a mum or dad, a sibling, a son or daughter or a wife/husband or partner Not a paid employee with caring responsibilities
Muscle disease	Used interchangeably with both the following definitions
Muscular Dystrophy	Used at NMC interchangeably with neuromuscular conditions. Technically a group of neuromuscular conditions rather than all.
Neuromuscular conditions	The 150 different conditions which are all characterised by muscle wasting and which have a genetic cause
NMC Community	All those who attend NMC for work, study, support and treatment. Includes those with, and those without, NM conditions
OT	Occupational Therapist
Patient	Service Users who have Physiotherapy at NMC
Permitted earnings	The amount of earnings allowed without impacting on other benefits
Personal care	Help with practical tasks like going to the loo or eating
PIP	Personal Independence Payment
Service User	Someone who uses the NMC for support, Physiotherapy, training or supported employment
Support	Advice or help with practical challenges
Transition	Moving from childhood to adulthood or another huge change in life
WFA	Wheelchair Football Association

APPENDIX 2 Stakeholder Analysis

Key Stakeholders	Other Stakeholders	Consulted?
Individuals with neuromuscular conditions <ul style="list-style-type: none"> • Physiotherapy clients • Employees • Hydro clients • Students (Centre+Home) • 13+ Transition Carers	Past students Other Family Members	Yes – all of these groups
Staff: paid and voluntary Salaried staff with Muscular Dystrophy - 9 Permitted work staff with Muscular Dystrophy - 15 Other salaried staff - 27	Fundraising Garden/Site/Maintenance	Yes – all of these staff groups
Volunteers <ul style="list-style-type: none"> • Physiotherapy • Shed Club/Garden Club/Craft Club Students on placement <ul style="list-style-type: none"> • Physiotherapy students • Social Work Students • Events management students 		Yes No

Key Stakeholders	Other Stakeholders	Consulted?
Trustees		Those with an nm condition surveyed
Partner organisations <ul style="list-style-type: none"> • Universities - MMU, Keele, Liverpool, Chester • Hebden Green Community School • Cheshire & Warrington Carers Trust • Cheshire Centre for Independent Living Professionals <ul style="list-style-type: none"> • Regional Care Advisors (NHS) • Social Workers/Occupational Therapists • North West Neuromuscular Network • Schools/SENCO's • Other Muscular Dystrophy charities • NHS Physiotherapy • GP's • Researchers • Transition co-ordinators 		No No
Specialist Neuromuscular Clinicians <ul style="list-style-type: none"> • Specialist Clinic teams at Oswestry, Walton, Manchester, Birmingham, Preston, London, Oxford, Derby and Leicester 		No

Key Stakeholders	Other Stakeholders	Consulted?
Financial/supporters/funders <ul style="list-style-type: none"> • CCG's • Local councils - transition, Carers, adult social care • Individual donors • Trusts • Corporates • Groups 	Auditors Design Customers Cheshire Connect (Skills Share Charity) CVS Chester and Cheshire East	No
Suppliers <ul style="list-style-type: none"> • Event venues/suppliers • Adapted equipment • Design supplies/printers 	<ul style="list-style-type: none"> • General supplies • Builders/maintenance • ICT support - Axon • Minibus maintenance • Cleaner 	No
Local community	Local residents, businesses and other organisations (e.g. Police HQ)	No
	Wider community Press/media	No
Regulatory bodies Cheshire West and Chester Council Environmental Health (acupuncture service)	Chartered Physiotherapy Society	No



APPENDIX 3

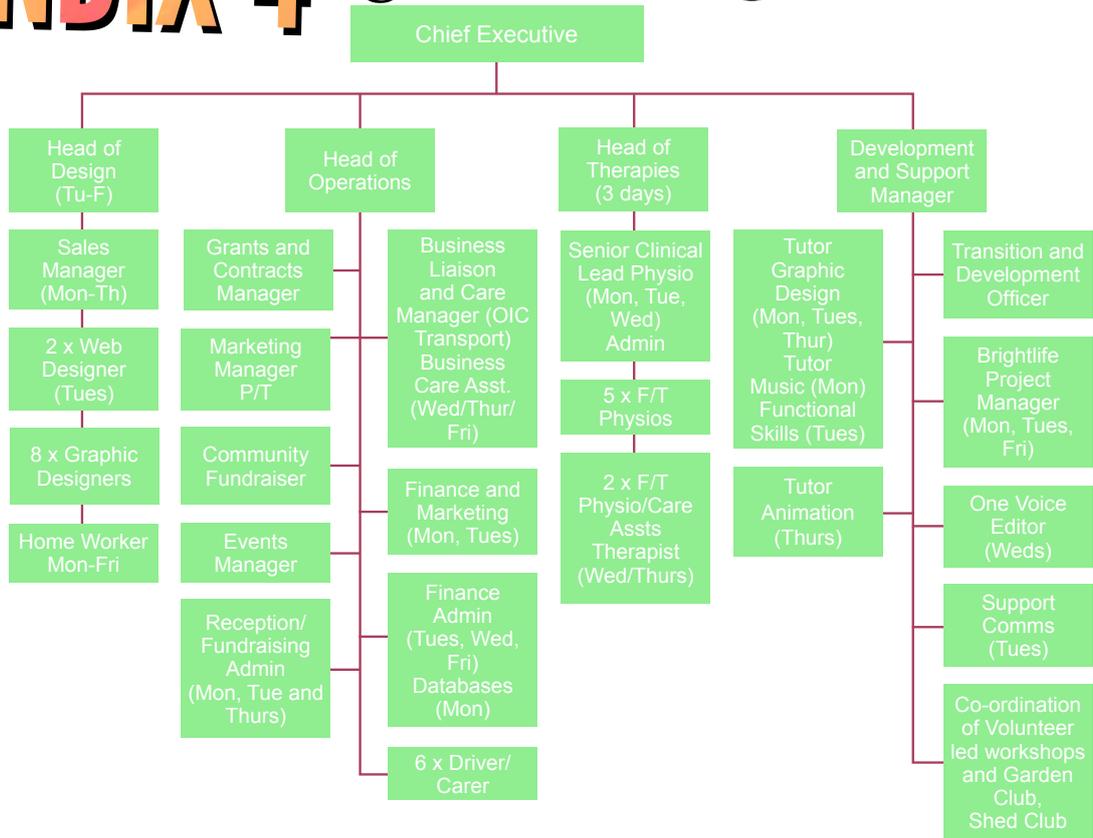
Referring Clinicians

75% of referrals for Physiotherapy are received from GP's. In practice, we know that the majority of these are as a result of the patient drawing the GP's attention to the existence and availability of NMC services.

The following specialist consultants have referred patients to NMC

Dr P Madison	Queen's Medical Centre, Nottingham	Dr Thomas	University Hospital of North Staffordshire, Stoke-on-Trent
Dr CF Dougan	The Walton Centre, Liverpool	Dr Singha	Haywood Hospital, Stoke-on-Trent
Dr D Short	RJ & AH Orthopaedic & District Hospital NHS Trust, Oswestry	Dr Wah Wah Oo	Pennine Acute Hospitals
Dr D Hilton-Jones	John Radcliffe Hospital, Oxford	Dr N Davies	Queen Elizabeth Hospital, Birmingham
Dr J Nixon	Royal Preston Hospital, Preston	Dr Angus	Whiston Hospital, Prescott
Prof K Bushby	Institute of Human Genetics, Newcastle-upon-Tyne	Dr Bentley	Aintree Hospital, Liverpool
Dr J Holt	The Walton Centre, Liverpool	Dr R Quinlivan	Great Ormond Street Hospital
Dr Kulsrestha	Robert Jones and Agnes Hunt Orthopaedic Hospital, Oswestry	Dr S Spinty	Alder Hey Children's Hospital, Liverpool
Dr T Willis	Robert Jones and Agnes Hunt Orthopaedic Hospital, Oswestry	Dr C De Goede	Royal Preston Hospital
Dr M Roberts	Wythenshawe Hospital, Manchester	Prof D Turnbull	Royal Victoria Hospital, Newcastle-upon Tyne
Dr M Rogers	University Hospital of Wales, Cardiff	Prof K Morrison	Queen Elizabeth Hospital, Birmingham
Dr Morley-Davies	University Hospital of North Staffordshire, Stoke-on-Trent	Dr Newman	Princess Royal Hospital, Telford
Dr Mustafa	University Hospital of North Staffordshire, Stoke-on-Trent	Prof Turnbull	Royal Victoria Hospital, Newcastle-upon-Tyne
		Prof V Straub	Institute of Human Genetics, Newcastle-upon-Tyne

APPENDIX 4 *Organisational Structure*



APPENDIX 5

References

The following references are those papers that have been written as a direct result of research conducted by Manchester Metropolitan University (MMU) and The NeuroMuscular Centre.

We have listed our increasing number of published scientific research that have been completed at the NMC. MMU are also increasing the network of collaboration, publishing with clinical consultants in Glasgow, Preston, Lancaster, and Oswestry, but importantly, MMU are publishing with the physiotherapists at the NMC.

Bostock, E. L., Edwards, B. T., Jacques, M. F., Pogson, J. T., Reeves, N. D., Onambele-Pearson, G. L. and Morse, C. I. (2018) 'Impaired Glucose Tolerance in Adults with Duchenne and Becker Muscular Dystrophy.' *Nutrients*, 10(12) p. 1947.

Jacques, M. F., Orme, P., Smith, J. and Morse, C. I. (2017) 'Resting Energy Expenditure in Becker's muscle dystrophy.' *PLoS One*, 12(1) p. e0169848.

Jacques, M. F., Onambele-Pearson, G. L., Reeves, N. D., Stebbings, G. K., Smith, J. and Morse, C. I. (2018) 'Relationships between muscle size, strength, and physical activity in adults with muscular dystrophy.' *Journal of cachexia, sarcopenia and muscle*, 9(6) pp. 1042-1052.

Jacques, M. F., Stockley, R. C., Bostock, E. I., Smith, J., DeGoede, C. G. and Morse, C. I. (2019) 'Frequency of reported pain in adult males with muscular dystrophy.' *PLoS One*, 14(2) p. e0212437.

Jacques, M. F., Stockley, R. C., Onambele-Pearson, G. L., Reeves, N. D., Stebbings, G. K., Dawson, E. A., Groves, L. and Morse, C. I. (2019) 'Quality of life in adults with muscular dystrophy.' *Health and quality of life outcomes*, 17(1) p. 121.

Morse, C. I., Smith, J., Denny, A., Tweedale, J. and Searle, N. D. (2015) 'Gastrocnemius medialis muscle architecture and physiological cross sectional area in adult males with Duchenne muscular dystrophy.' *J Musculoskelet Neuronal Interact*, 15(2), Jun, pp. 154-160.

Morse, C. I., Bostock, E. L., Twiss, H. M., Kapp, L. H., Orme, P. and Jacques, M. F. (2018) 'The cardiorespiratory response and physiological determinants of the assisted 6-minute handbike cycle test in adult males with muscular dystrophy.' *Muscle Nerve*,

Morse, C. I., Smith, J., Denny, A., Tweedale, J., Searle, N. D., Winwood, K. and Onambele, G. L. (2016) 'Bone health measured using quantitative ultrasonography in adult males with muscular dystrophy.' *Journal of Musculoskeletal and Neuronal Interactions*, 16(4) pp. 339-347.



EVERYBODY IS FRIENDLY AND EVERYBODY KNOWS EACH OTHER. IF YOU DON'T KNOW SOMEONE, IT DOESN'T TAKE LONG TO DO SO

APPENDIX 6

Compliances

We have the following formal policies and procedures:

- Disciplinary Policy
- Poor Performance Policy & Procedure
- Sickness Absence Policy & Procedure
- Grievance Policy
- Equal Opportunities Policy
- Harassment Policy
- Equal Pay Policy
- Dignity at Work Policy
- Relationships at work Policy
- Maternity Policy
- Paternity Leave Policy
- Adoption Leave Policy
- Parental Leave Policy
- Time off for Dependents Policy
- Flexible Working Policy
- Health & Safety
- Alcohol & Drugs Abuse Policy
- Bereavement Policy
- Data Protection Policy
- Minibus Policy
- Whistleblowing Policy
- Anti-Bribery Statement
- Child Protection Policy
- Safeguarding Policy
- Environmental Policy Statement

Portable Electrical Appliance Testing (PAT) every two years and is up to date.

Risk Assessments of premises, finance and events are in place
Registered with the Information Commissioner (Data Protection)
Registered with National Minimum Data Set – Social care database

WE HAVE VARIOUS INSURANCE POLICIES, INCLUDING:

- Employers Liability
- Public Liability
- Commercial Vehicle

PROFESSIONAL QUALIFICATIONS AND ACCREDITATION

- Chief Executive is a Fellow of the Chartered Institute of Personnel and Development.
- Head of Fundraising is a Certified Member of the Institute of Charity Fundraising Managers.
- Graphic Design Trainer is registered with the Institute for Learning.
- We have an appropriate number of employees trained in first aid.
- All qualified Physiotherapists are members of the Chartered Society of Physiotherapy.

- All qualified Physiotherapy staff are registered with the Health Professions Council.
- NMC are inspected and registered premises for acupuncture.
- NMC is a “Disability Confident” accredited organisation.

COMPANY AND CHARITY LAW

Company accounts audited are prepared in accordance with the Companies Act 1985.

We adhere to the regulations of the Charity Commission, including the Statement of Recommended Practice, Accounting and Reporting (SORP).



ANNUAL REPORT AND FINANCIAL STATEMENTS

NeuroMuscular Centre

Company Limited by Guarantee

Annual Report and Financial Statements for the year ended 31 March 2019

LEGAL AND ADMINISTRATIVE INFORMATION

TRUSTEES

S Clough
D Coy
A Craig
D Leather
I Martin (not a director)
S McDowell
D Okell (not a director)
M Roberts (not a director)
W Stothart
CA Tansey

CHIEF EXECUTIVE

M Lanham

SECRETARY

B Dale

CHARITY NUMBER

1023606

COMPANY NUMBER

2806607

REGISTERED OFFICE

Woodford Lane West
Winsford
Cheshire
CW7 4EH

AUDITORS

BWM
Castle Chambers
43 Castle Street
Liverpool
L2 9SH

BANKERS

Barclays Bank PLC
21 Dingle Walk
Winsford
Cheshire
CW7 1AG

Nationwide Building Society
5 - 11 St Georges Street
Douglas
Isle of Man
IM99 1AS

SOLICITORS

Barrow & Cook
5-7 Victoria Square
St Helens
Merseyside
WA10 1HH

TRUSTEES' REPORT

The trustees present their report and financial statements for the year ended 31 March 2019. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland

(FRS 102)” (as amended for accounting periods commencing from 1 January 2016).

OBJECTIVES AND ACTIVITIES

Objectives and activities
The NMC is the Centre of Excellence for people affected by neuromuscular conditions.

CHARITABLE OBJECTS

The objects of the NMC are to promote and provide opportunities for people with a neuromuscular condition to live fuller lives through training, employment and physiotherapy, together with advice and support for themselves and their families and carers.

MISSION

The NMC’s mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved,

through employment, training, support and physiotherapy.

AIMS AND OBJECTIVES

The NMC aims to be largely user led and to provide a range of services for people affected by muscle disease. Although service users are predominantly from within a 100 mile radius of Winsford, Cheshire, many attend the Centre from across the UK and Europe. The range of services includes:

- Physiotherapy assessments
- Physiotherapy treatments
- Hydrotherapy
- Active exercise programmes
- Advice and support
- Supporting families in transition
- Provide personal care
- Support and breaks for carers
- Training courses in Graphic Design,

Animation, Music and Photography

- Other Training courses
- Employment opportunities in Graphic Design (in the Social Enterprise; NMC Design+Print), Administration and Fundraising.
- Provide transport for Students and Employees to enable maximum independence and opportunity.

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK.

Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a ‘centre of excellence’ in the physical management of muscular

dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

The charity has established a well-respected graphic design business, NMC Design+Print, in which the variety of skills and talents of the individuals can be employed, developed and rewarded under both salaried and permitted work arrangements. The NMC provides wheelchair-adapted transport for individuals attending the Centre.

NMC STRATEGIES - STRATEGY OVERVIEW FOR 2020-2022

We have 10 Strategic Priorities for the next 3 years;

1. Virtual Replication

We will explore, test and use the latest technology channels and IT to enable

NMC to reach out and connect to people who are unable to physically come to the Centre. The aim is to seek to enable people to participate in, and benefit from, the fullest possible range of NMC support and activities remotely.

2. Reputation for quality

We will ensure that all of our work is always of the highest possible quality and, where appropriate, is at the leading edge in our field globally. We will ensure that we promote and share our expertise, mindful of our responsibility to help in the development of better understanding, treatment and support for those affected by neuromuscular conditions.

3. Strong relationships

We will maintain and strengthen relationships with key stakeholders. In particular we will focus on those who donate and

invest in our charity. We will seek an even greater understanding of donors' motivations so that we can ensure that they remain feeling valued and connected to the cause they have invested in.

4. Partnering

To further seek out possible opportunities for partnership working, where that brings mutual benefit. Partnering is most likely to be with other charities where the pooling of resources might enable partners to extend their reach or impact.

5. Transition

To proactively seek to connect with more young people with neuromuscular conditions, and with their parents, siblings and other family. We will work to offer support for successful transition to adulthood. We will work to define "success" and we will develop a range

of approaches that best enable transition. Our aim is for children and young people with neuromuscular conditions to grow to become fully independent adults and to be productive citizens contributing to our society in the best possible way.

6. Sustainable income

We will seek to ensure that there is sustainable secure growth in funding to meet our strategic aspirations. We will explore a wide variety of funding sources and approaches including considering the feasibility of reducing the proportion of our funding from statutory bodies. Part of this funding strategy reflects our determination to govern our own work drawing on our specialist knowledge and specialist skills.

7. Design and Print Social Enterprise

We will undertake an extensive review and refresh of the Design and Print operation. We will set out refreshed direction and goals to reflect changes in the both the competitive and operating environment. We will review customer service, pricing and production. We will ensure that the Social Enterprise, that is so much at the core of our charity, is managed, staffed and organised for maximum success and resilience.

8. Emotional and mental wellbeing service

Although we know NMC already has a hugely positive impact in these areas for some individuals in our community, the aim is to develop a more universally accessible range of services to better support more people. The new elements of work may include

structured psychological and counselling services alongside things like support around diet and nutrition.

9. Accommodation

We will undertake a feasibility study to enable us to plan how we might be able to meet demand for accessible accommodation, in the vicinity of NMC, to suit those with neuromuscular conditions. As part of this work we will consider the practicalities of buying a house as an additional resource for the use of our community.

10. NMC's 30th Birthday

We will plan to hold suitable celebrations in 2020 to reflect this major milestone for our charity. We will maximise the opportunities that the anniversary provides for publicising our work and the funds that are needed to sustain our work.

ACHIEVEMENTS AND PERFORMANCE

PERFORMANCE AGAINST OBJECTIVES FOR 2018-19

These were the objectives;

- To raise awareness of issues that support, or work against, the development of young people with muscular dystrophy fulfilling their role as active citizens. Work to enable as many young people as possible to aspire to lead fully productive lives as fully active citizens in our society.
- Continue to extend the range and quality of our Training, Development and Transition Support services to better inspire and skill all to thrive on the challenges of life with muscular dystrophy. This will include delivering the first ever Duke of Edinburgh

Scheme programme for NMC's young people.

- To continue to develop mental health, wellbeing and psychology elements to the range of support offered at NMC.
- To build on the first year's success operating the Accessible Gym. We aim for the Gym and the exercise it enables, to become part of even more individual's programmes this year.
- To specifically develop the Gardening Club and the garden areas to enable new skills to be gained, enjoyment to be had, and the growing of vegetables to share in the NMC community.
- Continued links to Universities and Researchers to explore and publicise the impact of NMC on physical and mental health and wellbeing.
- Using our new Events Space to specifically

hold events to celebrate and share our achievements and knowledge. Events planned include "The Power of Creativity" and a "Clinician's Open Day".

- A major new project is planned to address loneliness and isolation among those over 50 and affected in some way by muscular dystrophy and caring for someone with muscular dystrophy.

All achieved.

FUNDRAISING PERFORMANCE

- Trust and corporate income £261k
- Community donations £154k
- Legacies £27k
- Events income £119k
- Statutory income £518k
- Design+Print income £112

PLANS FOR 2019-20

- Embed and develop our Transition services to support and inspire young people and their families to strive for, and achieve, their potential. A specific programme of activities and projects to be developed and deployed by our new Transition Officer. This will include bushcraft, survival skills, creative expression, employment coaching and the Duke of Edinburgh Award Scheme.
- Invest in the development of key members of the Physiotherapy team to ensure continued high national profile for our clinical expertise and ground-breaking work.
- Challenge the consequences of austerity. Provide more support people in our community

who are facing the consequences of reduced levels of social care and healthcare. Specifically hold an event to enable people to fully appreciate legal duties and rights in this field.

- Introduce “Welcome Days” as a new way to induct people to NMC. Instead of a Physiotherapy Assessment being that first point of contact for most people, they will now be introduced to the whole range of the charity’s work first.
- Enable, encourage and host clinical research to further develop knowledge and practical solutions for people living with neuromuscular conditions.
- Develop a programme of regular workshops on a variety of topics to enrich the existing

programme of activities and to provide a regular platform for members of the NMC community to share knowledge and skill.

- Restructure and resource the Design and Print Social Enterprise to rebuild a strong business after the sad death of key individuals during the previous year.
- Move to a more systematic management of the building and site issues. Appoint a Site Manager and adopt a preventative maintenance strategy.

FUNDRAISING

The NMC employs fundraisers directly. It does not engage with professional fundraisers or commercial participants. The NMC would never employ ‘chuggers’ for street collections on its behalf. The fundraising team is complemented by committed

volunteers to help raise the required funds.

NMC’s Grants and Contracts Manager is a member of the Institute of Fundraising with a Diploma in Fundraising. The organisation received The Queen’s Award for Voluntary Service for the high standards to which it adheres.

The NMC acknowledges and gives thanks for every donation it receives.

FINANCIAL REVIEW

- A satisfactory financial performance based on a wide variety of sustainable income streams.
- A good fund raising performance has enabled our overall satisfactory financial performance. This was a very challenging year, partly because we were switching back to an emphasis on fundraising

for running costs, after a period of focusing on capital income for the build project. We also had some prolonged key staff absence.

- Design+Print revenues outperformed expectations and we plan that this will grow further in the next 12 months.
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 4 month running costs throughout 2018-19.

RESERVES POLICY

NMC recognises the need to build and maintain adequate reserves, to ensure that the charity has a financial buffer proportionate to its normal scale of operations. In doing so, this will reduce the financial risk to the charity and help ensure that its services are sustainable. The policy sets out a goal of staying above the following thresholds:

1. A minimum amount of total unrestricted reserves of £250,000
2. A minimum amount of net current assets of £130,000 of which cash and marketable investments must not be less than £90,000

The overall total is equivalent to approximately 4 months of annual spend and approximately 6 months of annual payroll. The Trustees believe that this is a reasonable and

proportionate “buffer” to retain against the risk of unseen problems.

The current reserves level is £1,012k, with free reserves being £277k. Reserves have been built to enable the NMC to properly fund the enhanced offering following our recent building expansion.

RISK MANAGEMENT

A register of risks is maintained and reviewed regularly by the Trustees.

The following risks have been identified as the most significant for the charity:

- Financial sustainability; recognising that maintaining income levels is essential to the charity’s financial sustainability. The charity continues to monitor the risks associated with its diverse voluntary

income streams

- Reputation and brand; the charity monitors the risks associated with all aspects of reputation and has put in place strategies to reach and engage with beneficiaries and other organisations.
- Recruitment and retention of staff: the charity aims to be an organisation where staff are supported and developed and where employees have a sense of fulfilment. During the year all managers participated in a bespoke management development programme to extend their skills.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Neuromuscular Centre (NMC) is a registered charity, incorporated as a company limited by guarantee. The charity registration number is 1023606 and the company registration number is 2806607.

The NMC has a wholly owned dormant subsidiary, NMC Trading Limited.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

S Clough
D Coy
A Craig
G Edwards (Chair)
D Leather
I Martin (not a director)
S McDowell
D Okell (not a director)
M Roberts (not a director)

E Sands
W Stothart
CA Tansey

APPOINTMENT OF TRUSTEES

The charity appointed its Board of Trustees from 1 April 2012. As vacancies arise new Trustees are appointed.

TRUSTEE INDUCTION AND TRAINING

Newly appointed trustees receive comprehensive induction including training on their duties and responsibilities under company and charity law and also an induction into the activities, operational plans and financial performance of the charity.

ORGANISATION

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive,

with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

The remuneration arrangements for all staff are reviewed annually by the Chair of Trustees and Chief Executive having benchmarked pay levels in the relevant employment roles and sectors and mindful of changes to the UK cost of living indices. The Trustee Board approve the overall remuneration settlement as part of the annual budget setting.

AUDITORS

The auditors, BMW, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees



A Craig (Chair)

Trustee

Dated: 1 July 2019

The trustees, who are also the directors of NeuroMuscular Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the

- Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and

detection of fraud and other irregularities.

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

TO THE MEMBERS OF NEUROMUSCULAR CENTRE

OPINION ON ACCOUNTS

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of

significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The trustees are responsible for the other information.

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the trustees' Report, which includes the directors' report prepared 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 directors' report included within the trustees' report 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within 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 statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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.

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

RESPONSIBILITIES OF TRUSTEES

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report

and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Lesley Malkin BA FCA
(Senior Statutory Auditor)
for and on behalf of BWM**

**Chartered Accountants
Statutory Auditor**

Castle Chambers
43 Castle Street
Liverpool
L2 9SH

Dated: 5 August 2019

**STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	Unrestricted funds	Restricted funds	Total 2019	Total 2018
		£	£	£	£
<u>Income from:</u>					
Donations and legacies	3	382,927	59,309	442,236	324,445
Charitable activities	4	630,654	-	630,654	602,884
Fundraising events	5	118,684	-	118,684	149,722
Investments	6	665	-	665	562
Other	7	12,933	-	12,933	2,772
Total income		1,145,863	59,309	1,205,172	1,080,385
<u>Expenditure on:</u>					
Raising funds	8	189,158	-	189,158	176,689
Charitable activities	9	881,017	71,503	952,520	928,943
Total expenditure		1,070,175	71,503	1,141,678	1,105,632
Net (expenditure)/income					
Net movement of funds		75,688	(12,194)	63,494	(25,247)
Reconciliation of funds					
Fund balance at 1 April 2018		936,182	12,194	948,376	973,623
Fund balance at 31 March 2019		1,011,870	-	1,011,870	948,376

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The movement in funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BALANCE SHEET

	Notes	2019	2019	2018	2018
		£	£	£	£
Fixed assets					
Tangible assets	15		734,909		765,389
Investments	14		9		9
			<u>734,918</u>		<u>765,398</u>
Current assets					
Debtors	17	89,465		92,804	
Cash in bank and in hand		<u>236,939</u>		<u>154,742</u>	
		326,404		247,546	
Liabilities:					
Creditors: amounts falling due within one year	19	<u>(49,452)</u>		<u>(64,568)</u>	
Net current assets			<u>276,952</u>		<u>182,978</u>
Total net assets			<u>1,011,870</u>		<u>948,376</u>
The funds of the charity:					
Restricted funds	22		-		12,194
Unrestricted funds represented by fixed assets		734,918		765,398	
Free reserves		<u>276,952</u>		<u>170,784</u>	
General unrestricted funds		<u>1,011,870</u>		<u>936,182</u>	
Total unrestricted funds			<u>1,011,870</u>		<u>936,182</u>
Total charity funds			<u>1,011,870</u>		<u>948,376</u>

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2019

Notes	2019	2019	2018	2018
	£	£	£	£
Cash flows from operating activities				
Net cash provided by operating activities	26	92,418		(123,307)
Investing activities				
Purchase of tangible fixed assets	(30,887)		(24,609)	
Proceeds on disposal of tangible fixed assets	20,000		-	
Interest received	665		562	
Net cash used in investing activities		(10,222)		(24,047)
Net (decrease)/increase in cash and cash equivalents		82,196		(147,354)
Cash and cash equivalents at beginning of year		154,742		302,096
Cash and cash equivalents at end of year		236,939		154,742

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The financial statements were approved by the trustees and authorised for issue on 11 July 2019 and are signed on its behalf by:



A Craig, Trustee

1 ACCOUNTING POLICIES

CHARITY INFORMATION

NeuroMuscular Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Woodford Lane West, Winsford, Cheshire, CW7 4EH.

1.1 ACCOUNTING CONVENTION

The accounts have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity

is a Public Benefit Entity as defined by FRS 102.

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

The financial statements do not incorporate the results, assets and liabilities of the charity's wholly owned subsidiary, NMC Trading Limited. Consolidated accounts have not been prepared as these would not be materially different from the single entity financial statements as presented. The subsidiary ceased to trade on 1 April 2012 and has remained dormant throughout the period.

1.2 GOING CONCERN

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 CHARITABLE FUNDS

Funds held by the charity are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees, with due regard to the reserves policy as described in the Trustees' Report.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.4 INCOME

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income from donations and grants, including capital grants, is included in income when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until the preconditions for use have been met.

Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to preconditions regarding entitlement, this income is included as restricted funds when receivable.

Voluntary income includes discretionary grants for projects, goods and services where no service agreement or contract exists.

Other grants, which have particular service requirements and which are provided in accordance with a contract or service level agreement are included in the Statement of Financial Activities under the heading Charitable Activities.

Interest is included when receivable by the charity.

1.5 EXPENDITURE

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource.

Raising funds

These represent costs incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Charitable expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and

services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Support costs are allocated across the activities on the basis of expenditure incurred for each of the activities.

Governance costs

These represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

1.6 TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Individual fixed assets

costing £1,000 or more are capitalised at cost, including any expenses of acquisition. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

- Short leasehold property
- Fixtures, fittings & equipment
- Straight line basis over the life of the lease
- Straight line over 4 - 5 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 FIXED ASSET INVESTMENTS

Fixed asset investments are stated at cost less provision for diminution in value.

1.8 IMPAIRMENT OF FIXED ASSETS

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.10 FINANCIAL INSTRUMENTS

The charity has elected to apply the provisions of Section 11 'Basic Financial

Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

BASIC FINANCIAL ASSETS

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are

subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BASIC FINANCIAL LIABILITIES

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

DERECOGNITION OF FINANCIAL LIABILITIES

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 EMPLOYEE BENEFITS

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received, if material.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 RETIREMENT BENEFITS

The charity offers defined contribution pension arrangements to an employers' portable scheme. Contributions are charged in the financial statements as incurred.

1.13 TAXATION

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable

to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid.

The charity is also able to partially recover Value Added Tax. Expenditure that is not recoverable by the charity is recorded in the accounts inclusive of VAT.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Unrestricted funds	Restricted funds	Total 2019	Unrestricted funds	Restricted funds	Total 2018
	£	£	£	£	£	£
3 Donations and legacies						
Donations and gifts	356,062	59,309	415,371	294,854	29,591	324,445
Legacies receivable	26,865	-	26,865	-	-	-
	382,927	59,309	442,236	294,854	29,591	324,445
Donations and gifts						
Community donations	154,470	-	154,470	100,636	-	100,636
Trust corporate donations	198,197	62,704	260,901	194,218	29,591	223,809
Other	3,395	(3,395)	-	-	-	-
	356,062	59,309	415,371	294,854	29,591	324,445
	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy	Supporting employment	Total 2019	Total 2018		
	£	£	£	£		
4 Charitable activities						
Income within charitable activities	518,233	112,421	630,654		602,884	
For the year ended 31 March 2018						
Income within charitable activities	493,867	109,017			602,884	
Analysis by fund						
Unrestricted funds	493,867	109,017			602,884	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Unrestricted funds 2019 £	Unrestricted funds 2018 £
5 Fundraising events		
Fundraising events	<u>118,684</u>	<u>149,722</u>
6 Investments		
Interest receivable	<u>665</u>	<u>562</u>
7 Other income		
Net gain on disposal of tangible fixed assets	<u>12,215</u>	-
Other income	<u>718</u>	<u>2,772</u>
	12,933	2,772
8 Raising funds		
<u>Costs of generating donations and legacies and events</u>		
Promotion	74,681	71,500
Staff costs	109,104	99,628
Support costs (see note 10)	5,373	5,561
Costs of generating donations and legacies and events	<u>189,158</u>	<u>176,689</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2019	Total 2018
	£	£	£	£	£	
9 Charitable activities						
Staff costs	246,768	70,190	54,101	9,983	381,042	391,073
Share of support costs (see note 10)	91,661	217,151	221,166	31,082	561,060	532,170
Share of governance costs (see note 10)	2,606	2,604	2,604	2,604	10,418	5,700
	341,035	289,945	277,871	43,669	952,520	928,943
Analysis by fund						
Unrestricted funds	335,021	224,456	277,871	43,669	881,017	
Restricted funds	6,014	65,489	-	-	71,503	
	341,035	289,945	277,871	43,669	952,520	
For the year ended 31 March 2018						
Staff costs	233,388	56,702	73,289	27,694		391,073
Share of support costs (see note 10)	89,649	207,707	202,288	32,526		532,170
Share of governance costs (see note 10)	1,425	1,425	1,425	1,425		5,700
	324,462	265,834	277,002	61,645		928,943
Analysis by fund						
Unrestricted funds	307,065	265,834	277,002	61,645		911,546
Restricted funds	17,397	-	-	-		17,397
	324,462	265,834	277,002	61,645		928,943

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Support costs	Governance costs	2019	Support costs	Governance costs	2018
	£	£	£	£	£	£
10 Support costs						
Staff costs	246,702	-	246,702	242,782	-	242,782
Depreciation	53,581	-	53,581	55,458	-	55,458
Utilities and communications	19,070	-	19,070	20,774	-	20,774
Travel	36,629	-	36,629	29,252	-	29,252
Printing	91,697	-	91,697	91,735	-	91,735
Maintenance	44,830	-	44,830	39,421	-	39,421
Insurance and general expenses	73,924	-	73,924	58,309	-	58,309
Audit fees	-	2,600	2,600	-	2,500	2,500
Accountancy	-	3,888	3,888	-	3,020	3,020
Legal and professional	-	3,930	3,930	-	180	180
	566,433	10,418	537,731	537,731	5,700	543,431
Analysed between						
Fundraising	5,373	-	5,373	5,561	-	5,561
Charitable activities	561,060	10,418	571,478	532,170	5,700	537,870
	566,433	10,418	537,731	537,731	5,700	543,431

Support costs are allocated on the basis of time spend/usage.
Governance costs are split equally between activities.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	2019	2018
	£	£

11 Auditors' remuneration

The analysis of auditor's remuneration is as follows:

Fees payable to the company's auditor and its associates for the audit of the company's annual accounts

2,600	2,500
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All other non-audit services

3,888	3,050
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12 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2018 £nil), and no trustees were reimbursed expenses (2018, no trustees were reimbursed expenses).

2019	2018
Number	Number

13 Employees

Numbers of employees

The average monthly number employees during the year was:

Charitable activities	30	30
Fundraising	3	3
Administration	1	1
	34	34

Employment costs

Wages and salaries	637,234	636,437
Social security costs	43,882	44,053
Other pension costs	55,732	52,993
There were no employees whose annual remuneration was £60,000 or more.	736,848	733,483

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Notes	Other investments	
		£	
14 Fixed asset investments			
Cost or valuation			
At 1 April 2018 & 31 March 2019		9	
Carrying amount			
At 31 March 2019		9	
At 31 March 2018		9	
		2019	2018
		£	£
Other investments comprise:			
Investments in subsidiaries	16	9	9

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	Short leasehold property	Fixtures, fittings & equipment	Total
	£	£	£
15 Tangible fixed assets			
Cost			
At 1 April 2018	1,031,041	273,820	1,304,861
Additions	4,000	26,887	30,887
Disposals	-	(31,139)	(31,139)
At 31 March 2019	<u>1,035,041</u>	<u>269,568</u>	<u>1,304,609</u>
Depreciation			
At 1 April 2018	328,206	211,267	539,473
Depreciation charged in the year	13,030	40,551	53,581
Eliminated in respect of disposals	-	(23,354)	(23,354)
At 31 March 2019	<u>341,236</u>	<u>228,464</u>	<u>569,700</u>
Carrying amount			
At 31 March 2019	<u><u>693,705</u></u>	<u><u>41,104</u></u>	<u><u>734,909</u></u>
At 31 March 2018	<u><u>702,835</u></u>	<u><u>62,554</u></u>	<u><u>765,389</u></u>

All tangible assets are used in functions of the charity and are shown at written down cost. All material assets are used for direct charitable activities. The leasehold land and buildings are subject to a lease that has recently been renewed and will expire in January 2038.

16 Subsidiaries

Details of the company's subsidiaries at 31 March 2019 are as follows:

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held	Direct	Indirect
NMC Trading Limited	England and Wales	Dormant	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
NMC Trading Limited	-	9

	2019	2018
17 Debtors	£	£
Amounts falling due within one year:		
Trade debtors	68,591	80,308
Other debtors	1,417	1,274
Prepayments and accrued income	19,457	11,222
	89,465	92,804

	Notes	2019	2018
18 Financial instruments			
Carrying amount of financial assets			
Debt instruments measured at cost		305,530	235,050
Equity instruments measured at cost		9	9
		<u>305,539</u>	<u>235,059</u>
Carrying amount of financial liabilities			
Measured at cost		<u>23,671</u>	<u>38,526</u>
19 Creditors: amounts falling due within one year			
Other taxation and social security		12,612	11,538
Deferred income	20	13,169	14,504
Trade creditors		11,621	11,858
Amounts due to subsidiary undertakings		9	9
Other creditors		6,521	22,187
Accruals		5,520	4,472
		<u>49,452</u>	<u>64,568</u>
20 Deferred income			
Total deferred income at 1 April 2018		14,504	54,654
Amounts received in year		13,169	14,504
Amounts credited to statement of financial activities		(14,504)	(54,654)
		<u>13,169</u>	<u>14,504</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

21 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to the statement of financial activities in respect of defined contribution schemes was £55,732 (2018 - £52,993).

Contributions totalling £6,521 (2018 - £22,187) were payable to the fund at the balance sheet date and are included within creditors.

22 Restricted funds

	Movement in funds					
	Incoming resources	Resources expended	Balance at 1 April 2018	Incoming resources	Resources expended	Balance at 31 March 2019
	£	£	£	£	£	£
Building fund	12,105	(12,105)	-	-	-	-
Physiotherapy fund	3,369	(750)	2,619	3,395	(6,014)	-
Support worker fund	4,117	(4,117)	-	-	-	-
Transition and development	10,000	(425)	9,575	55,914	(65,489)	-
	29,591	(17,397)	12,194	59,309	(71,503)	-

Building fund - to meet increasing demand for services, the NeuroMuscular Centre has expanded the building.

Physiotherapy fund - a core service of the NMC, this fund ensures the department has modern equipment with which to provide innovative and specialist treatments.

Support worker fund - this role provides a range of services including equipment and adaptation advice, guidance on benefits and work assistance, and emotional support in times of need.

Transition & Development Fund - meeting the growing demand from younger people, NMC now provides services to support them into adulthood, with independence, work readiness and personal growth being key aims.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

23 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2019	2018
	£	£
Between two and five years	<u>7,032</u>	<u>-</u>

24 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows:

	2019	2018
	£	£
Aggregate remuneration	<u>69,114</u>	<u>68,125</u>

As at 31 March 2019, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2018, £9). There were no other related party transactions.

No guarantees have been given or received.

25 Company limited by guarantee

The Neuromuscular Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

	2019	2018
	£	£
26 Cash generated from operations		
Net income for the year (as per the Statement of Financial Activities)	63,494	(25,247)
Adjustments for:		
Investment income recognised in profit or loss	(665)	(562)
Gain on disposal of tangible fixed assets	(12,215)	-
Depreciation and impairment of tangible fixed assets	53,581	55,458
Movements in working capital:		
Increase in debtors	3,339	17,804
Increase in creditors	(13,781)	(130,610)
Increase in deferred income	(1,335)	(40,150)
Net cash provided by operating activities	92,418	(123,307)



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FRIENDLINESS... IT'S
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Social Audit STATEMENT

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Matthew Lanham (CEO of the Neuromuscular Centre) at the

Social Audit Panel meeting held on 24th October 2019. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion. We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material misstatement and present a fair and balanced view of the performance and impact of the NeuroMuscular Centre (NMC) as measured against its stated values and aims and the views of the stakeholders who were consulted.

The Social Audit Panel was unanimous in affirming that the accounts were clear,

comprehensive and thorough. We identified three key issues to be taken into consideration during the next social audit cycle. In particular, we would encourage:

- i) NMC to clearly state what is included in the social accounts and what is not.
- ii) NMC to clarify which stakeholders engaged with each social accounting cycle and which did not. Ideally providing a table, showing clearly dates each stakeholder group has engaged.
- iii) NMC to provide details of all methodologies used for gathering data including attaching all surveys as appendices. Also provide a table clarifying dates of surveys, numbers of people consulted per survey, number of respondents etc.

The members of the Social Audit Panel were:

Sue Osborne (Chair), School for Social Entrepreneurs, Yorkshire and North East

Professor Jamie McPhee, Head of Department of Sport and Exercise Sciences,

Manchester Metropolitan University UK; Visiting Scientist, University of Padova Italy



Councillor Kate Cernik, Cheshire West and Chester Council

Ian Martin, Head of Disability Cricket for England and Wales Cricket Board, NMC Trustee

Signed: 

Chair of the Social Audit Panel

Dated: 8th November 2019



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