



**NeuroMuscular
Centre**



Impact Report

2024-25

Including Annual Report
and Financial Statements



CONTENTS

Mission and values

06

What are neuromuscular conditions?

08

NMC objectives

10

What we do

12

Physical Therapies

18

NMC Design+Print

24

30

Research

48

**Theme 1 - From Diagnosis
to NMC**

54

Theme 2 - Physio Excellence

58

**Theme 3 - Holistic wellbeing
'The One Stop Shop'**

66

Theme 4 - Working at NMC

84

**Annual Report &
Financial Statements**

INTRODUCTION

Welcome to NeuroMuscular Centre's Impact Report for 24-25.

This year we celebrated 35 years of NMC and for over half of those years we've been measuring our impact through the process of social accounting. We can look back and see the huge difference that we've made in countless people's lives and celebrate all that has been achieved.

This report covers the accounting period from April 2024 to March 2025. Whilst it's important to look back and celebrate the many achievements, it's important for any



organisation to think ahead and constantly evaluate whether it meets all the needs of the community it serves, now and in the future. This has always been a strength of NMC and I hope you see the evidence of this continuous process in action through the report.

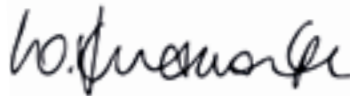
This year has seen the rewording of NMC's Mission, Objectives, and Values, which are included within this report. While not a wholesale change, the language has been revised to provide greater clarity and to encourage a stronger sense of ownership across the organisation. In addition, we reviewed our current strategy and will be developing a new strategy during 2025–26. We also refreshed our visual identity to better suit an increasingly digital world, as part of our efforts to raise the profile of NMC.

Finally, and there will be more about this later in the report, we're really proud that this year we've been awarded a Level 4 – Thriving, RHS

Your Neighbourhood Award for our gardens. The NMC gardens are a beautiful calm place to spend time exploring, with the award recognising the many hours of loving care that have gone into them by both staff and volunteers. We're working to make them even more accessible over this coming year but you'll have to wait for that!

I am incredibly proud of all that we do. It's work that's been going on for thirty-five years, that hundreds of people have built over the decades and so this report reflects all their work, the quiet voices, the voices of those no longer with us and the people who every day make NMC the wonderful place that it is.

Bill Duckworth
Chair of Trustees



“

I am incredibly proud of all that we do. It's work that's been going on for thirty-five years.



MISSION



NMC is dedicated to enriching the quality of life of people affected by neuromuscular conditions. Through a range of specialist services and meaningful opportunities, we empower our community to reach their full potential in a supportive, inclusive, and positive environment.

NMC VALUES

NMC is a values-based organisation, and our seven values are:

RESPECT

We value every person and maintain an open, caring approach.

POSITIVITY

We create a welcoming environment for all.

INCLUSIVITY

We are driven by and for people with neuromuscular conditions.

ACHIEVEMENT

We ensure disability is not a barrier to success.

INNOVATION

We embrace creativity to improve our services and impact.

AWARENESS

We promote understanding of neuromuscular conditions.

INTEGRITY

We uphold the highest ethical and professional standards.

WHAT ARE NEUROMUSCULAR CONDITIONS?

There are about 150 neuromuscular conditions that we see and seek to provide support for at NMC, with estimates ranging from 110,000 – 147,000 people across the UK living with these genetic and inherited conditions. They are all characterised by steady progressive muscle wasting, albeit at very varying paces.



Myotonic Dystrophy

New research estimated a prevalence rate of 1 in 2,100, giving it a very large total population in the UK

Charcot–Marie–Tooth (CMT)

CMT is often estimated as a prevalence of 1 in 2500 individuals, also giving it a very large total population in the UK

Facioscapulohumeral MD (FSHD)

Estimates range from 1 in 8,333 to 1 in 15,000, though likely under diagnosed



Becker Muscular Dystrophy (BMD)

Prevalence approximately 1 in 13,800 people

Duchenne Muscular Dystrophy (DMD)

The incidence is approximately 1 in 3,500–5,000 live-born boys, however because it is severe and life-limiting the prevalence is lower with roughly 1 in 18,000–20,000 males overall

Less common forms

(e.g. congenital MD, Emery Dreifuss, Limb-girdle): prevalence typically 1–3 per 100,000 each

The physical consequences for those with these conditions are some degree of physical and mobility disability. This varies but, by way of illustration for the reader, around a third of those who come to NMC use a power wheelchair to get about, and many of those who are still “on their feet” we describe as precariously ambulant, but of course as the conditions are progressive it is probable that many of those who are currently precariously ambulant will eventually become power chair users.

As with all long-term health conditions it will affect more than the individual who has it. Family, friends, partners and colleagues are all more or less affected and hence we seek to support this wider network of family and friends. Given the inheritance patterns, we recognise the emotional and psychological issues that some in the family can face, and we support them with the variety of emotions that come with this.

“

They are all characterised by steady progressive muscle wasting, albeit at very varying paces.



NMC OBJECTIVES

At NMC we have five objectives, which are:

1. DELIVER

To deliver treatments focused on the physical well-being of people with neuromuscular conditions.

2. HELP

To help people with neuromuscular conditions expand their potential and achieve their goals.

3. PROVIDE

To provide emotional and practical support for people with neuromuscular conditions and their families.

5. ENHANCE

To enhance awareness and understanding of neuromuscular conditions while strengthening our position as a leading authority in the field.

4. INNOVATE

To be an innovative place of belonging for our community.

These five objectives will be used as the framework for this report as they underpin all that we do. Our strategic plan is currently being refreshed and from this will come a variety of focused aims. It may be that in future years we measure ourselves against certain strategic aims that are developed, but this year due to the change in leadership we have taken a step back and are looking to evaluate ourselves against our objectives.



NMC – OUR ACTIVITIES

WHAT DO WE DO?



It's almost impossible to capture all that NMC does.

The most important intervention could be a chance encounter between two individuals with the same condition (and considering the prevalence of certain types of condition it is likely that NMC is the first place that this encounter will happen); or it might be a physio appointment with a specialist who understands exactly what you're talking about; or it could be the friendly welcome that you receive after not seeing a person for 48hrs; or it could be discovering that you can carry on with your much-loved hobby of fishing. NMC is a holistic service that engages and cares for the whole person. Here are some of our areas of work:

SUPPORT & ADVICE

Denise is our Head of Support and the service that she offers is varied and in high demand.

She could be answering questions when people have a new diagnosis, going on a home visit to look at house adaptations, helping a person fill in a benefit form or liaising with other health professionals to ensure that the right support package is in place. Some of the other support activities that we offer are Talking Therapies, Welcome Days for new people, Wellbeing Sessions and a minibus transport service.

Through our Welcome Days, we had the privilege of welcoming 95 individuals to NMC during this reporting year. These individuals,

newly referred to the NMC, are offered a personal tour of the centre. Often, they will arrive feeling apprehensive. It may be their first time meeting someone with the same condition as them or the diagnosis could have been recent. But during the tour as they are introduced to the various areas, people and services NMC offers, the apprehension dissipates as they are embraced by the warmth of the welcome. This personalised introduction has proven to be an excellent way to help people navigate a period of significant change in their lives, fostering a sense of comfort and connection from the outset.

One of the areas that we will be looking at through this report is the experience of the Welcome Day and how people transition into NMC.



TRAINING AND EMPLOYABILITY



We have expanded our services to include dedicated support for employment.

To provide a national context from the Office for National Statistics:



Disability employment rate: 52% (Q2 2024)



Non-disabled employment rate: 81.6%



Only 7% of disabled workers earn over £30,000, with many disproportionately represented in lower-paid, part-time, or temporary positions.

This area of work is led by Sarah, Careers and Employability Manager, and her team.

Since this initiative was started, forty people have accessed employment related advice. Furthermore, two surveys into the working lives of people with neuromuscular conditions have been conducted, one focusing on people employed by NMC and the other focused on the wider work landscape of people with neuromuscular conditions. The results of these surveys can be seen in the 'Measuring What We do' section of this report.

In March we held a 'Working with Neuromuscular Conditions' event, an event that sought to showcase the importance of employment support and the role it plays in enabling our community to lead fulfilling lives. Funding secured specifically for this event allowed us to raise awareness of the impact having a disability has on leading a productive life.

The service offers a wide range of support for our community, including:



Preparation of CVs and job applications

Developing interview skills

Guidance on workplace conversations regarding 'reasonable adjustments' as conditions progress

MAKERSPACE

In addition to employability services, NMC has developed a 'Makerspace,' complementing our established Graphic Design training. The Makerspace provides a creative, inclusive environment where members can collaborate to design, adapt, and build both digital and physical solutions.



This approach ensures that members are empowered, learn new skills, and strengthen their social connections.



The guiding principle of the Makerspace is collaboration: we make things together.

This approach ensures that members are empowered, learn new skills, and strengthen their social connections. The Makerspace also contributes to NMC's broader digital inclusion strategy. This is an emerging area of work at NMC.

The Makerspace team has already developed a wide

range of practical and creative solutions, including clothing adjustments, bespoke wheelchair-compatible drink holders and customised mobility components and adaptations. It also delivers commercial services including: laser cutting and engraving, 3D printing, design and prototyping.



PHYSICAL THERAPIES

Our physical therapies are overseen by Paul, our Head of Physiotherapy. During this reporting year Paul and the team have provided just over 11,000 treatments to people through a variety of different therapies.

But, if you know NMC, you'll know that the physio team offer so much more than just the treatments. They're a regular welcoming face, a person to share concerns with and a person to laugh with, a trusted and respected health professional who treats you as the unique person that you are. Our areas of work are Physiotherapy, Pain management, Podiatry, Acupuncture, Hydrotherapy, Gym, Pilates and Complementary Therapies.

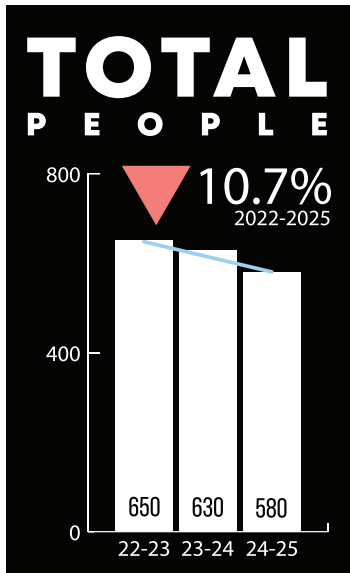
Over the past three years, the physiotherapy service has seen growth and diversification. Our total appointments have increased from 8,701 in 22/23 to 11,052 in 24/25, despite a gradual reduction in the number of individuals seen (from 650 to 588), indicating a rise in the average number of appointments per person and reflecting more intensive engagement.

Core services such as face-to-face physiotherapy and group gym sessions are consistently well-used, with face-to-face appointments rising to 2,898 and group gym sessions reaching approximately 3,700 in 24/25. Notably, acupuncture has seen a substantial increase, tripling over the period to 403 sessions. Remote access via Zoom has also expanded significantly, with 1,452 sessions delivered in the most recent year.

The introduction of new services such as Pilates and Foot Health in 23/24 has added further value, quickly gaining support from our community. These trends highlight our responsiveness to evolving needs and our commitment to a broad, accessible, and person-centred service offer.

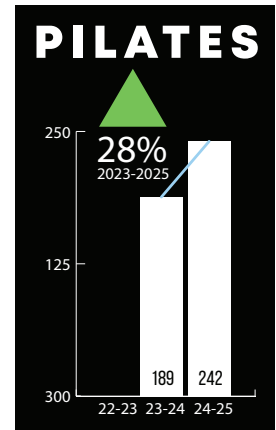
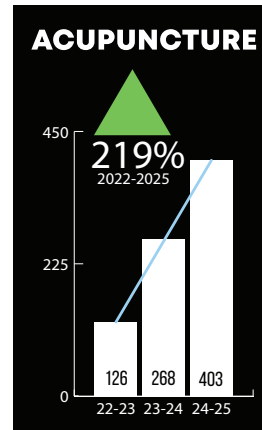
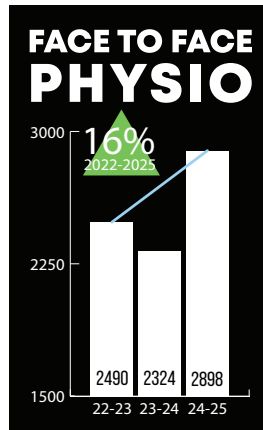
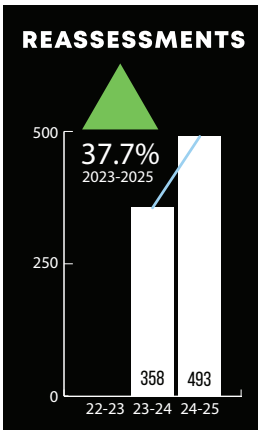
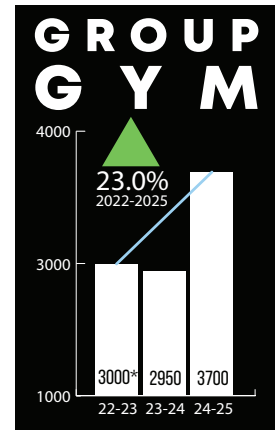
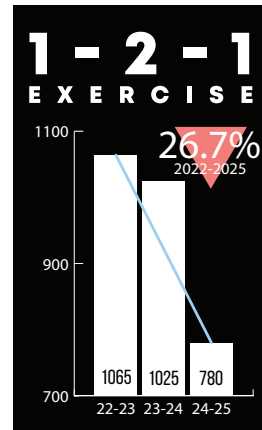
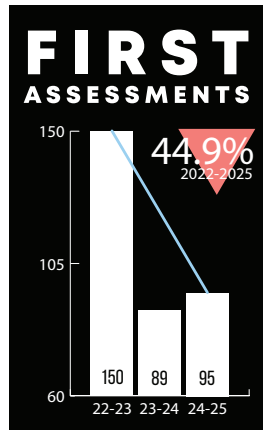
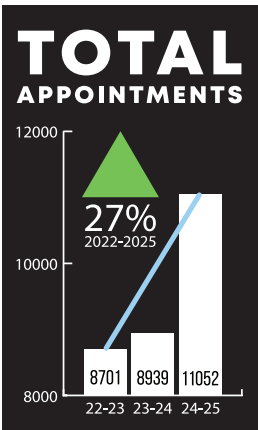
PHYSIO IN NUMBERS

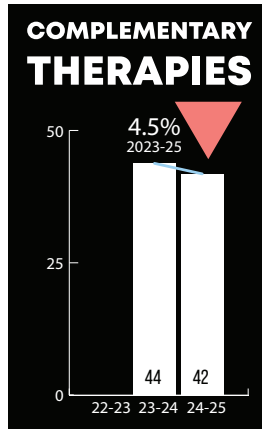
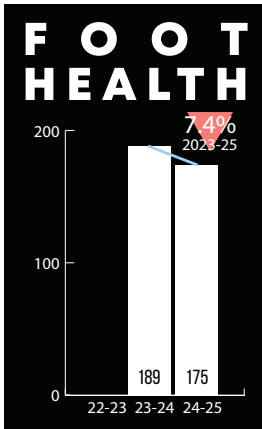
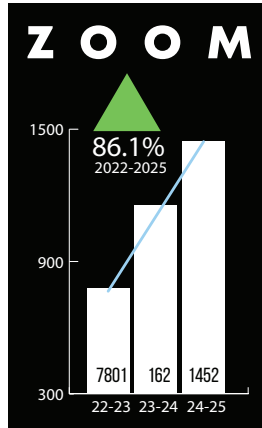
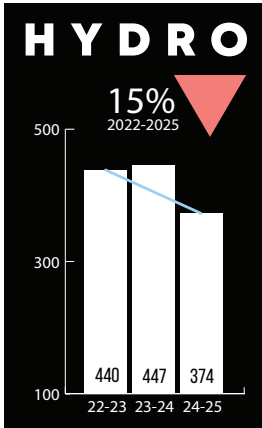
Please see below for a breakdown of the appointments and people we have seen, and a further breakdown of the therapies that they have received. We are proud to have seen 580 people this year. This is a slight drop from last year, but this is largely due to a rationalising of the database rather than a real decline in people that we have engaged with.



A full breakdown available on the next page ►







SOCIAL AND LEARNING ACTIVITIES

NMC isn't just a building or just a place for treatment, it's a community, and our Connect-Up programme represents the best of this.

Elly runs this programme, which includes a wide range of activities and specialist groups available to all our community.

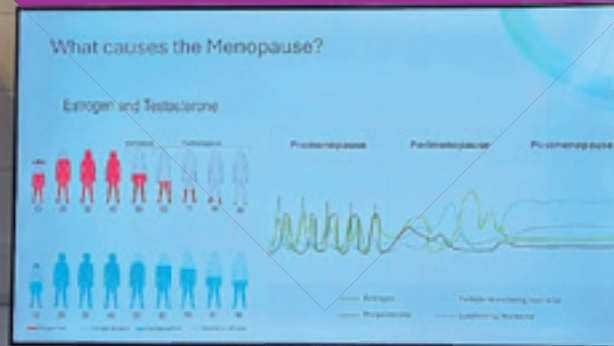
Over the year, there were 160 opportunities to attend a Connect-Up event, with 221 people attending at least one event or activity, and 76 new participants. Here is a sample of the regular activities that were offered: Shed Club, Online Art Group, Fishing Days, Friday Craft/chat group, Talking Point, Sound Baths, Least of the Summer Whine and Singing.

Alongside these regular activities there were a few occasional or one-off centre-based activities including Wreath-Making workshops, Life Drawing, Chocolate Bingo and Spa Days. In addition to these centre-based activities, there were outings to Oulton Park Race Day, Brockholes, Burleydam Garden Centre and the David Hockney Exhibition in Manchester.

The importance of these social activities cannot be underestimated.

Talking Point

Talking Point is a programme that explores a particular subject pertinent to our community. This is usually delivered by one of our physios or PhD Students, in person, online and recorded, made available on our website. This year we have delivered seminars on the following subjects: Dysphagia, Care options, Nutrition, Women's health (menopause), Women's health (continence) and Home adaptations.



NMC DESIGN+PRINT

Our in-house social enterprise, NMC Design+Print, is led by Ben and Ali. It was formed in 1991, employs people with neuromuscular conditions and has customers throughout the UK.



NMC Design+Print is the perfect virtuous cycle; it employs people with neuromuscular conditions, whose work generates income for the NMC, which contributes to the running of the NMC, that supports people with neuromuscular conditions.

NMC Design+Print provides:

- A professional Design and Print Service
- Employment opportunities for people with neuromuscular conditions
- Bespoke adaptations for our community

Ben and Ali write:

This year we strengthened our team with a new paid role and expanded volunteering opportunities. Amy joined as a designer focused on internal projects, freeing up the senior team to concentrate on income-generating work. Her appointment also reflects our commitment to supporting young people with neuromuscular conditions and promoting disability-positive employment.

I knew I'd made the right decision to engage NMC Design and Print

Ian Martin, Head of England Disability Cricket.

These designers are a step up [from the previous company used] - much more receptive... they actually listen. The whole thing looks far more like what I had originally hoped for size-wise - compact, neat and hopefully hugely informative.

Steve Morgan, Copy Writer for England Disability Cricket.

We also welcomed Charlotte and Adele as volunteers in sales and admin, with Charlotte progressing into a part-time paid role. Another volunteer, Mike, has brought fresh skills to our creative team, helping launch motion graphics as a new service.

We've also refocused on our niche - prioritising higher-value design and print work while stepping back from laser cutting and engraving, now used as the centrepiece of a creative hub for the NMC community.

Our new partnership with the England and Wales Cricket Board (ECB) reflects this direction. Promoting Disability Cricket's Deaf Premier League not only generates income but also aligns with our values of inclusion and capability. And, working with us allows ECB to demonstrate ethical sourcing and their commitment to social value.

AI continues to reshape graphic design, and we've embraced it as a tool for efficiency and creativity. Training sessions have helped the team explore new approaches, particularly in image editing, where AI is already speeding up tasks while still benefiting from a designer's eye.

This has been a year of growth, focus, and innovation—driven by our mission to empower people with neuromuscular conditions. Through employment, volunteering, and creativity, NMC Design+Print continues to build a workplace where purpose and potential thrive.

OPERATIONS AND FUNDRAISING



The work of NMC is supported by its Operations function which is led by our Head of Operations, Ben. This area includes all aspects of financial management, compliance with charitable obligations, HR and payroll, IT, maintenance, engagement with NHS Integrated Care Boards (ICBs) and managing the transport fleet. It's involved with all facets of income generation.

NMC has always endeavoured to develop a broad range of income streams, to enable continued delivery of the high-quality services on offer and not be overly reliant on any one particular source of funding. Through charitable fundraising, working with the public sector and commercial activity, NMC uses innovative and creative methods, whilst maintaining strong relationships that have helped to forge resilience in some very challenging financial environments, to manage sustainable growth.

Fundraising predominantly covers three areas; Charitable Trusts (Trusts), Community and Events. With over 40 years of fundraising experience in the team, NMC is well prepared for this increasingly competitive landscape.

Income from Trusts has been the cornerstone of NMC's historical success, funding all sorts of projects including building expansion, staffing new services, cutting edge physiotherapy equipment, minibuses and assistive technology. Not all Trusts fund big projects though, with some smaller ones donating towards general funds. It's a testament to the loyalty and confidence cultivated by NMC's Grants and Contracts Manager that in 2024/25, 94% of funding in this category came from Trusts that have donated previously, many on numerous occasions. It is sadly the case however, that funding from local Councils for NMC's Carer Support Services has this year fallen to less than a quarter of its peak in 2013, reflecting the perilous state of Council finances.

Through Community and Events, NMC seeks to engage with the public and charitably minded organisations to contribute to sustaining service delivery. An in-house lottery, regular giving, individual sponsored challenge events like 10k runs, parachute jumps or mountain climbing, gifts in wills, club charity of the year and contributions from groups like

Rotaries, Lions and Freemasons ensure a mix of support to enable much of the work. NMC's Events calendar has been tested in recent years with the pandemic and cost of living crisis but the department remains committed to producing entertaining, fun activities to raise money, including Live in the Park, an annual tribute act concert at Arley Hall, Quiz Night, Golf Day, Wine Tasting, Oktoberfest, Challenge Events like Marathons and Tough Mudder, and Lunches and Dinners, all aimed at providing a good variety to cater to different supporter tastes.

NMC's income from the NHS is more transactional. The Physiotherapy Department receives referrals from the NHS, usually through Consultants, GPs or Physiotherapists. Treatments are then paid for by most, but not all ICBs. As the Social Accounts show, the impact of NMC's intervention is hugely beneficial for the NHS, with reduced unplanned hospitalisation, fewer GP visits, and better pain management for a hard-to-reach cohort of patients, among the positive outcomes. NMC delivers improved patient experience while saving the NHS money.



It's a testament to the loyalty and confidence cultivated by NMC's Grants and Contracts Manager that in 2024/25, 94% of funding in this category came from Trusts that have donated previously, many on numerous occasions.

ENGAGEMENT AT NMC



As Head of Engagement at NMC, Claire oversees the communications strategy and works closely with Design+Print to create in-house materials.



In today's fast-paced digital world, where emails and social media posts can disappear in seconds, the team recognised the need for communications that are clear, eye-catching, and easy to absorb.

Recognising these challenges prompted the development of a new visual identity. The former logo, while effective in print, was difficult to use digitally and gradually became outdated. To address this, the team sought a modern look that would resonate with the NMC community.

The process began with the most important step; listening to the community. People were asked what they valued about the existing look, which words they felt best described NMC, and even which colours resonated most. Guided by this feedback, Head of Design Ben Holloway crafted a refreshed logo and visual style, encompassing fonts, layouts, and designs adaptable for both formal and informal contexts. Equal care was given to tone of voice. The new guidelines are not about restricting creativity, they're there to ensure that anyone



communicating on behalf of NMC does so in a way that feels welcoming, consistent, and true to the organisation.

The team continues to produce work that aligns with the new brand guidelines and showcases distinctive, eye-catching visuals. The next major step is the launch of a new website; designed to extend NMC's reach, while offering information that is both accessible and engaging.



RESEARCH

Our long-standing research programme with Manchester Metropolitan University has been led by Dr. Chris Morse since 2012 and is increasing understanding of the impact of physical activity as a treatment for adults with muscular dystrophy.

The research team work closely with our physiotherapists, including co-authorship and mentorship of newly qualified physiotherapists. In October 2024 we appointed Dr. Chris Morse as our Honorary Research Director, as we wanted to recognise the importance of the research that takes place at NMC.

Chris says: It is a huge honour to be appointed Director of Research at NMC. The appointment represents over a decade of research collaboration and co-development with the physiotherapists, staff and clients. The role gives me the scope to formally continue the expansion of research at the centre, and ensure that research is focused on meaningful outcomes for those with muscular dystrophy, with research that can positively impact their lives.

Izzy Haslam, one of the researchers based at NMC writes: (on page 32-33)





IZZY HASLAM

One of the researchers
based at NMC writes:

As part of my PhD at Manchester Metropolitan University (MMU), I am carrying out research into nutrition and protein in people living with Becker muscular dystrophy (BMD).

At present, there is very little research exploring how diet and protein intake might influence muscle function, quality of life, or even slow down the progression of the disease. My project is the first of its kind to investigate these questions in BMD, and the findings could provide valuable insights not only for people with this condition but also for the healthcare professionals who support them.

“

I am especially grateful to the participants who have shown such dedication to taking part.

I am fortunate to be working closely with the Neuromuscular Centre, which is a truly unique and supportive environment. The NMC offers therapy, guidance, and a strong sense of community, and it has been the perfect place to conduct this research — an opportunity that would not have been possible elsewhere. Everyone at the centre has been incredibly welcoming, and I am especially grateful to the participants who have shown such dedication to taking part. Many are motivated by the knowledge that their involvement could help others with BMD in the future, which is both inspiring and humbling.

MMU has worked in partnership with the NMC for many years, carrying out research that has shown how therapies and resistance exercise can significantly improve quality of life for people with neuromuscular conditions. Together, this collaboration has already made a real difference to many lives. The next step is to explore nutrition — looking at what changes or additions to diet could build on this progress and offer even more ways to support people living with these conditions. I feel privileged to contribute to this growing body of work and look forward to seeing how our research can help shape better care and support for those living with BMD.

HOW DO WE KNOW WE ARE MAKING A DIFFERENCE?

The reason that we produce this report is to capture, analyse, demonstrate, and evaluate our impact as an organisation.

We seek to establish the impact of our year's work on people's lives, on our local community, on the environment and the economy. Each year we set about establishing the impact through different lenses and using ever changing methods and means. We take a series of "slices" through our work and our community as we seek to establish how NMC has impacted on people's health, feelings, relationships and more.

NMC - Measuring what we do...

Historically we have measured through the NMC Big Survey, and this year we have used that method. Alongside the Big Survey we have also drawn in some data from other pieces of evaluation that have been conducted throughout the year, the most significant secondary piece of evaluation being the Physio Experience Survey.

NMC'S BIG SURVEY

NMC's big 2025 Survey is the major evidence source and that was completed by people in June/July 25.

167 people from across the NMC community (about 25% of the 650 people who come to the Centre regularly) completed the survey. 12 people completed the survey on paper and 155 people completed it online. This includes those with neuromuscular conditions, their family and unpaid carers. 93% of the people who filled in the survey have a neuromuscular condition.

The survey was made available to everyone across NMC's community, and completion was gently encouraged. As well as providing a substantial amount of data that we have been able to analyse and quantify, the survey also generated approximately 500 individual supplementary comments covering a huge range of topics which are spread throughout this report.

93%

of the people who filled in the survey have a neuromuscular condition.

167

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155

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NMC PHYSIO SURVEY



In April and May 2025, NMC's physiotherapy team asked our community to provide feedback about our service.

The survey was designed around six themes:

- **Service Quality**
- **Assessments and Reviews**
- **Physical Space**
- **Availability**
- **Communication and Information**
- **Research Happening at NMC**

This was the first survey of our service undertaken since the easing of COVID restrictions in 2021. The aim of the survey was to provide our team with a clear understanding of the views of our community with regards to our current service, and to provide us with ideas and direction for future service changes and innovations.

In total, 161 people completed the survey which was disseminated digitally. This figure represents approximately 30% of the total population of people who access our service at least once a year.

NMC COUNSELLING SERVICE

EVALUATION REPORT

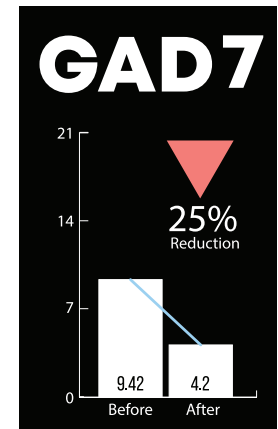
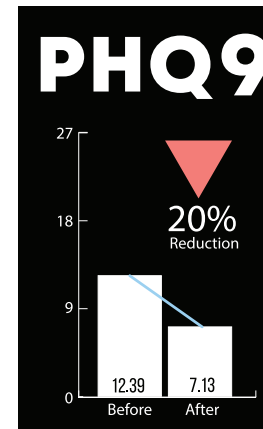
NMC works with Compass Counselling Service to provide person centred counselling to our community at no charge to them.

During this reporting year the counsellors saw 39 people over 223 appointments. When a person first presents, they are asked to fill in The Patient Health Questionnaire (PHQ9) and General Anxiety Disorder (GAD-7) form. When their sessions are complete, they fill in the form again to provide a clear measurement of the impact of the counselling.

The PHQ9 scale measures levels of depression in a person and ranges from 0 (No Depression) to 27 (Severe Depression). The average

score on beginning counselling at NMC was 12.39, and after counselling the average score was 7.13. This represents a 20% drop on the PHQ 9 scale, and a move from moderate to mild depression.

The GAD 7 scales measures anxiety and ranges from 0-21. The average score at the beginning of counselling was 9.42 and this reduced to an average score of 4.2 at the end of counselling. This represents a 25% drop on the GAD 7 scale and a move from mild to minimum anxiety.



NMC SKILLS AND WORKS SURVEY



We undertook a survey of our NMC community to understand more about their working lives, how living with a long-term condition has impacted them and how NMC has supported them. 82 people participated in this survey and the primary purpose of it was to shape our work offer so that it responds to the needs that people identified. Of those people, 28% were retired and of the breakdown of the remaining people was: 62% Working, 32% Unemployed and 6% students

PATHWAYS TO WORK

CONSULTATION

As part of the Government's Pathways to Work consultation we circulated a questionnaire to employees with neuromuscular conditions to identify any barriers they face in accessing and remaining in employment.

This survey provides a valuable insight into the role that NMC plays in supporting people in work.

The key findings from that internal survey were that 100% of disabled staff cited accessibility and lack of disability awareness in previous workplaces as their primary barriers to work, and over half waited more than six months for Access to Work assessments. All respondents highlighted that

through employment at NMC they saw an improvement in their financial security, confidence, mental health, and social inclusion.

Financially they reported that they faced incredibly high out-of-pocket costs, with 50%+ spending over £500 per month on transport, care and mobility needs, and they raised concerns that the proposed changes to eligibility of PIP may compromise their ability to work.

Following an initial probe of these surveys the following four themes were identified and will provide the framework for the next section of this report:

THEME 1

From Diagnosis to NMC.

THEME 2

Physio Excellence

THEME 3

Holistic wellbeing
'The One Stop Shop'

THEME 4

Working at NMC

THEME 1

FROM DIAGNOSIS TO NMC

The first theme we will explore the pathway of a person when they are first referred to NMC.

The big survey was segmented, enabling us to capture data and views of people who have been attending for less than a year. This data will also show us how long it takes a person to access NMC after diagnosis and what level of support is provided prior to them accessing our service.

In many ways this theme does not connect with just one objective of the NMC, but with our *raison-d'être*, our whole purpose. We exist to improve the lives of people with neuromuscular conditions and hence it is crucial that we understand their pathway into NMC and whether we can improve that to better achieve our objectives.



THEME 2

PHYSIO EXCELLENCE

We often describe the physio service at NMC as our gateway to the centre.

It practically provides a person with what they are looking for, and then once they walk through the gateway they discover so much more. However, both clinicians and our community need confidence that the gateway is excellent and is delivering the quality of treatments that are needed.

Our first objective is to deliver treatments focused on the physical well-being of people with neuromuscular conditions, and so this second theme will focus on our physical therapies and the difference that they make in people's lives.



THEME 3

HOLISTIC WELLBEING 'THE ONE STOP SHOP'

Once a person has walked through the 'gateway' they discover that NMC is so much more than a physio service, and that is what makes us unique.

We provide many physical therapies including footcare, acupuncture and hydrotherapy, held within a centre where you can also receive help with benefits applications, housing adaptations and talking therapies. There are also community activities, training opportunities, digital skills training, volunteering opportunities and so much more, all serving to engage with the whole person rather than the reductive, finance driven approach of only treating their condition.

NMC as a One Stop Shop for people with neuromuscular conditions connects to two of our objectives:

OBJECTIVE 3

To provide emotional and practical support for people with neuromuscular conditions and their families.

OBJECTIVE 4

To be an innovative place of belonging for our community.

This theme will focus on how we achieve these two objectives.

THEME 4

WORKING AT NMC

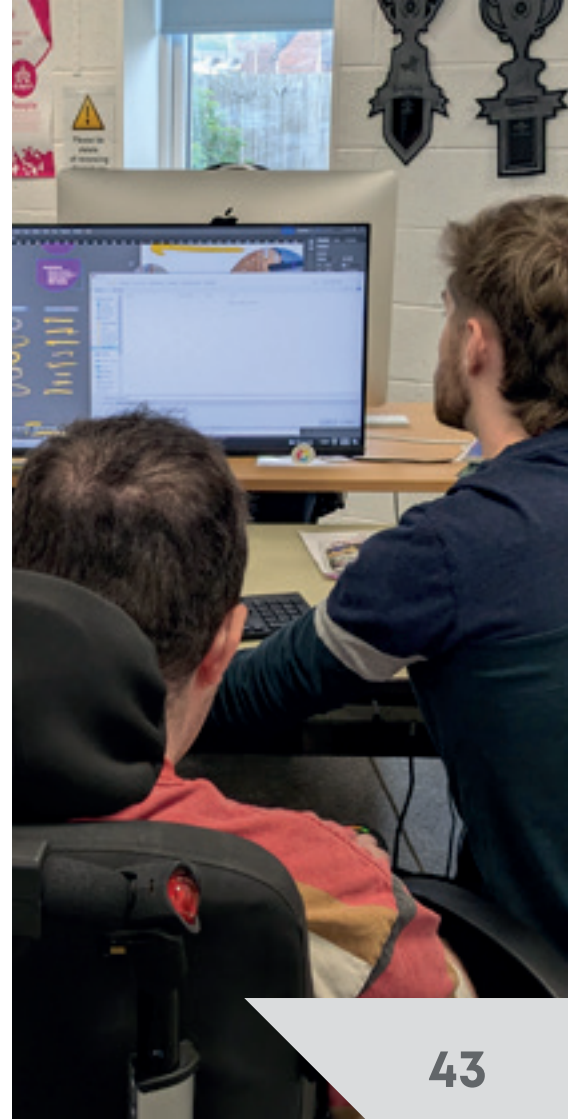
This is a broad area that encompasses much, from the values of working at NMC, the place of volunteering and the variety of ways in which NMC is an exemplar employer for people with disabilities.

This ties in with our second objective: To help people with neuromuscular conditions expand their potential and achieve their goals.

This year we have seen a growth in our volunteering and a formalisation of the process. Volunteering can be a pathway into employment, but it can also be a pathway into learning new skills for life and so this theme will explore how volunteering has

developed at NMC over this past year and what our community is saying about it.

Furthermore, our design and print company provides multiple employment opportunities for people with neuromuscular conditions. Through all our employment we proactively challenge societal prejudice about people with disabilities.

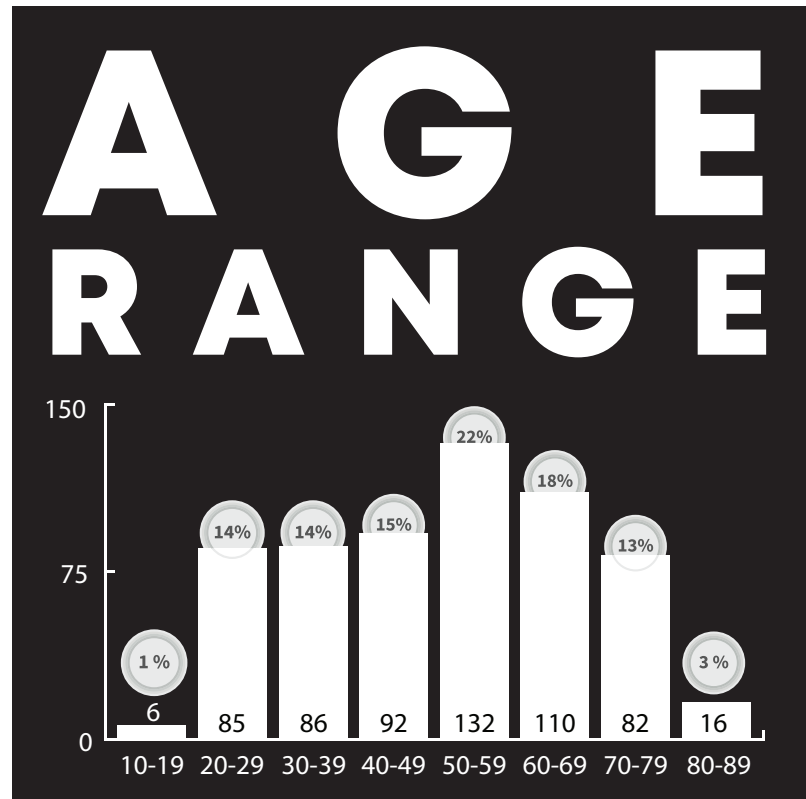


NMC - OUR COMMUNITY

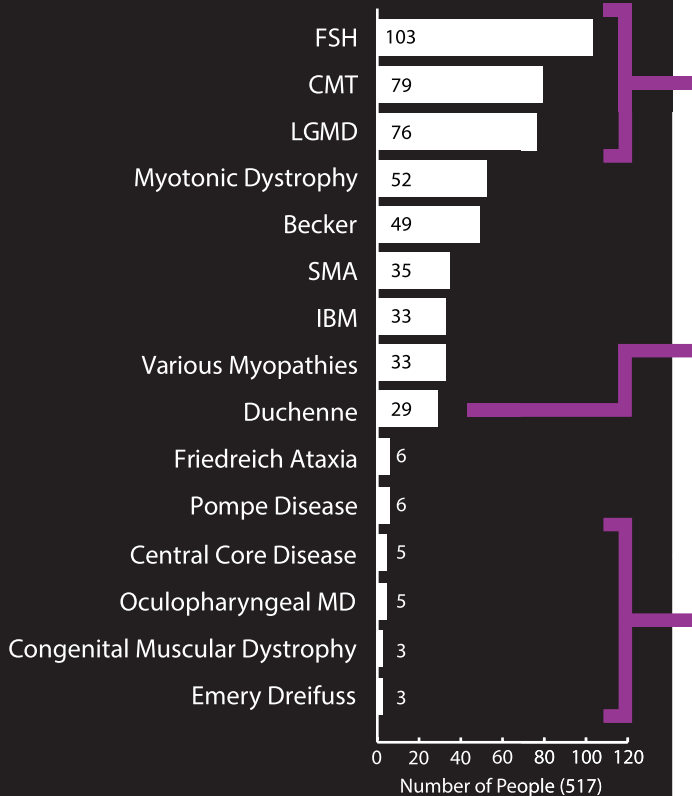
What does our community look like?

The data in this next section has been extracted from the Physio appointments that have taken place over this last year; this is the first year that we have extracted such comprehensive data. As the years progress we will continue to extract this data to enable us to identify trends within our community.

Anecdotally the number of young men with Duchenne people is less than it has been historically. This could be for a number of reasons such as greater care offered in the home (including personal assistants), the integration of young people with disabilities into the education system, or the profile of NMC within the Duchenne community. Being able to track this will provide us with an excellent resource for future years.



BREAKDOWN OF NEUROMUSCULAR CONDITIONS IN OUR COMMUNITY

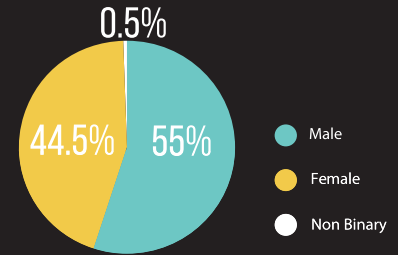


Nearly half (49.9%) of our community are affected by FSH, CMT and LGMD.

The number of young men with Duchenne is less than it has been historically.

Rare conditions (<1%) in our community

SEX BREAKDOWN

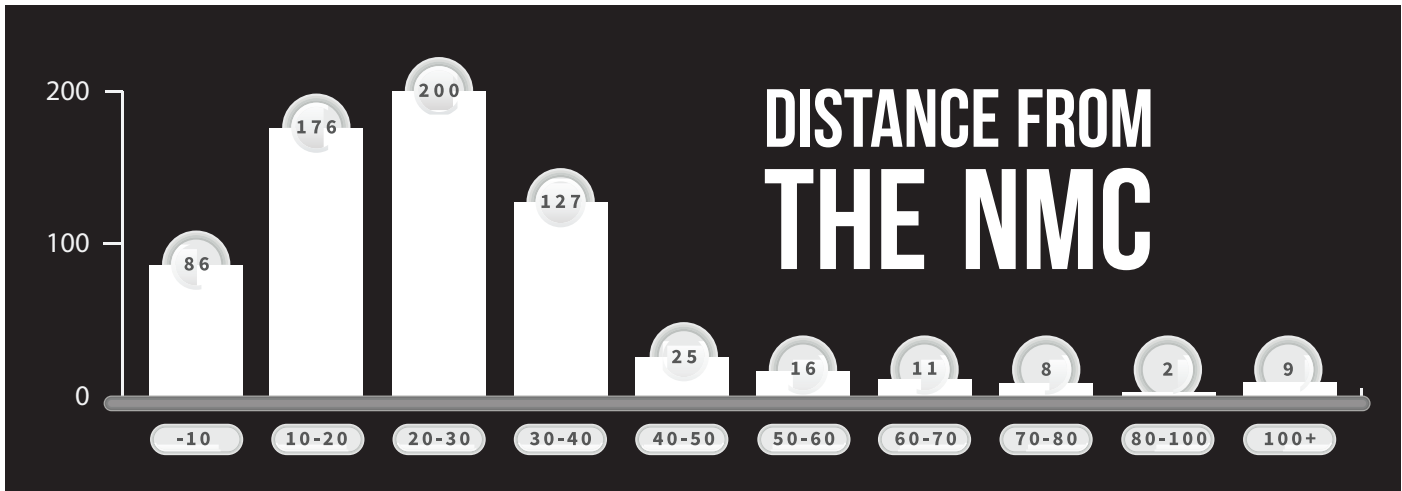


AVERAGE DISTANCE

The average distance that a person travels to attend NMC is 25 miles. A 30-mile radius from NMC will include the cities of Liverpool, Manchester, Chester, Stoke-on-Trent and Wrexham, and a further 20 miles (50 miles in total) includes Sheffield, Derby, Wolverhampton and Blackpool; a population of just under 11 million people within 50 miles of NMC.

What is of course noticeable is that 93% of our community come from this 50-mile radius, meaning that people in other parts of the country do not benefit from the expertise at NMC. A strategic decision for the trustees of NMC is whether this is acceptable for the charity or whether there is a desire to expand into other parts of the country.

The data from Cliniko has been supplemented with data from the Big Survey. This data provides a clear snap-shot of the community and gives a broader, more holistic understanding of the community based at NMC.





NeuroMuscular Centre

THEME 1

FROM DIAGNOSIS TO NMC

Of the 167 people who responded to our survey, 25 joined our community within the last year.

Their experiences highlight both the isolation people often feel before finding NMC, and the sense of belonging they discover once they arrive.

People reach us at very different stages in life. Almost a third (32%) made contact within a year of diagnosis, while 40% had lived with their condition

for more than ten years before engaging with us. More than half knew nothing about us prior to being referred.

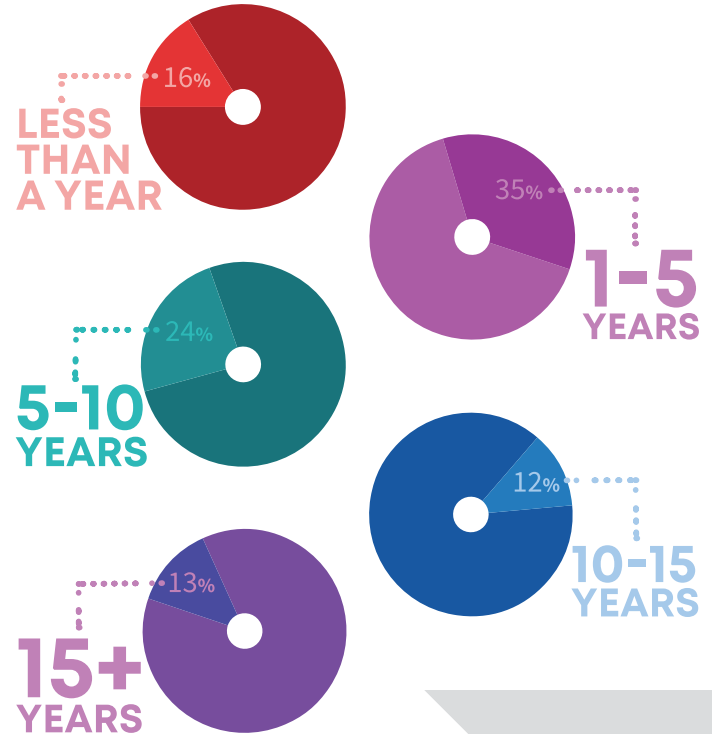
Before coming to us, most also received little or no help: 72% had no medical support for their neuromuscular condition, 88% had no social support, and 84% had no workplace support.

72%

had no medical support for their neuromuscular condition



HOW LONG HAVE YOU BEEN ATTENDING NMC?



THE WELCOME DAY EXPERIENCE

People are referred to NMC by their consultant or GP. Once a referral is received, we invite them to a Welcome Day, which is kept intentionally small at no more than five people and their families.

Each visitor has their own time slot, allowing plenty of opportunity for questions and meaningful conversations, with most families spending a couple of hours with us.

Welcome Days provide a valuable introduction to NMC. They offer an opportunity to explain how we can support people and give an overview of our services, all while ensuring no one feels overwhelmed. Each visit includes a guided tour of our facilities, opportunities to meet teams from different departments, and time to speak with people who come to NMC for physiotherapy, work, or volunteering.

From April 2024 to March 2025, 94 people attended their first Welcome Day, while a further 13 had booked appointments they were unable to keep. Wherever possible, we work with individuals to rearrange visits and strive to make attendance as easy and flexible as possible.

Over a nine-month period, 82 people responded positively to their Welcome Day invitation, but a further 50 didn't reply. To help reduce this number we have introduced follow-up phone calls, ensuring fewer people miss the opportunity to engage with us. We know that everyone has reached us at a different stage, both

physically and emotionally. Some are newly diagnosed, while others have lived with or suspected their condition for many years.

People also approach NMC with different expectations. Some are eager to explore every opportunity available, while others may prefer to focus only on physiotherapy without engaging in the social or support side. We are always mindful of these differences, and we're skilled at recognising and responding to individual needs. Everyone receives a booklet they can take home, so they can process the information in their own time.

Feedback for our welcome days has been overwhelmingly positive, with an average score of **4.8** out of 5.

80% had all their questions answered, while **16%** arrived with no questions, and just one person (**4%**) left with unanswered queries.



One new member shared:

I felt that I had come out of the wilderness into an environment that understood my needs with compassion and a knowledge of my experiences. I felt that at last I had found a place that was interested in me and how they could help me with a warm embrace and willing to listen.

After the Welcome Day, people are invited back for a physical assessment. This usually takes two hours and is carried out by two of our Physiotherapy team. We typically arrange this on a separate day, giving people time to reflect on the information from their welcome visit and prepare any questions they'd like to bring to their assessment. While the assessment is needed before beginning physiotherapy or exercise, people are free to join any of our activities, training courses, and events straight away. We encourage everyone to get involved as soon as they'd like to.

People described their Welcome Day experience:



Relaxed atmosphere with helpful and knowledgeable staff



Fabulous centre with amazing and extremely helpful staff. Nice feel about the place.



People there understand my condition and were there to help and support in a practical and realistic way.

NMC COMMUNITY

Among the 25 newest people who shared their feedback, 7 have already explored more than physiotherapy and the gym in their first year.

We're convinced that Welcome Days make all the difference. They introduce the wider NMC community and showcase everything we have to offer in a way that an assessment alone can't. The areas of NMC that people have engaged with include support with mobility and benefits, counselling, and our Connect Up programme of social events.

NMC is more than a place to exercise or receive physiotherapy. It is a community; one that listens, understands, and supports people to live fuller lives.

Their words show what NMC means to them:



I can now see that although my condition is not curable it is very much manageable and I can with the help and advice from the NMC learn to manage it and not let it limit what I do, where I go and how I live my life. I'm now looking to a positive future of being able to live a full life as opposed to what was increasingly feeling like a gradual slide into a life without the fun and activities that really matter to me.

“

I know that I can ring and discuss any issues be they physical or mental and can come to the centre at any time and meet with people who want to help, can help and have a shared knowledge of what I'm going through. I feel I finally have a support mechanism



PHYSIO EXCELLENCE

The Physiotherapy Experience Survey 2025 demonstrated the extremely high regard in which our service is held among the NMC community.

It also provided a vital opportunity for community stakeholder engagement when considering future service innovations and initiatives.

While there is no direct comparison to individual NHS services, the recent British Social Attitudes survey (2024) undertaken by the King's Fund found that 1 in 5 people (21%) felt satisfied with the way the NHS

runs; 59% said they were 'very' or 'quite' dissatisfied. By comparison, the majority of our community rated our service as either Extremely High Quality (71.4%) or Very High Quality (22.4%). Similar overwhelmingly positive agreement was found in response to statements such as "The physiotherapy staff actively listen to what I have to say"; "I am treated with respect and dignity" and "I look forward to my sessions at NMC".

Free text commentary highlighted the importance of the NMC physiotherapy service in maintaining physical outcomes but also in providing a holistic approach to care in what are long-term conditions that affect every corner of a person's life:



I have no doubt that without the NMC Physiotherapy service I would experience much more pain than I do and be significantly less mobile than I am.



I felt there was an understanding and empathy there and my voice was respected; this has not always been the case before.



The NMC makes my body feel great. My physical abilities are deteriorating day by day but the staff at NMC help me fight and prolong my available abilities. They always give me sound advice and best of all give me great hope and encouragement to keep on going which gives absolute immense confidence for my mental wellbeing.

ASSESSMENT

Assessment is a fundamental aspect of physiotherapy, enabling an understanding of a person's individual condition and enabling therapeutic collaboration and shared decision-making.



Of those individuals who had attended an initial assessment in the last 12 months, 68.5% of respondents rated this experience as Extremely High Quality, and 20.4% rated it as Very High Quality. The level of staff expertise and knowledge of neuromuscular conditions is highlighted by the fact that 51% of respondents felt that their initial assessment had highlighted a problem which was previously unknown to them.

NMC's physiotherapy service has recently introduced a formal means of undertaking an annual review with our community which promotes a collaborative approach to monitoring long-term problems and enabling co-creation of a physiotherapy treatment plan.

In neuromuscular conditions, proactive problem identification is key. During the first 12-months of

completing these reviews, the NMC physiotherapy team identified reduced respiratory function severe enough to warrant referral to a specialist in 16% of our population. Issues such as reduced lung volume or cough weakness can profoundly affect health and quality of life, so proactive detection is critical in preventing more severe problems and hospitalisation in the future.

In more practical terms, the majority of our community rated the availability of appointments at their preferred time as either Very Available (63.3%) or Somewhat Available (30.4%). Similarly, our community rated the accessibility of our clinical spaces as either Very Accessible or Fairly Accessible.

In considering future provision, there were mixed responses to questions regarding departmental working

HOLISTIC WELLBEING 'THE ONE STOP SHOP'

A neuromuscular condition can change a person's plan for their life in many ways.

This knowledge is at the heart of NMC and our third objective: To provide emotional and practical support for people with neuromuscular conditions and their families.

Some changes may be slow, subtle and hardly noticed; taking place over many years, while some can happen 'dramatically' overnight. Whatever these changes may be

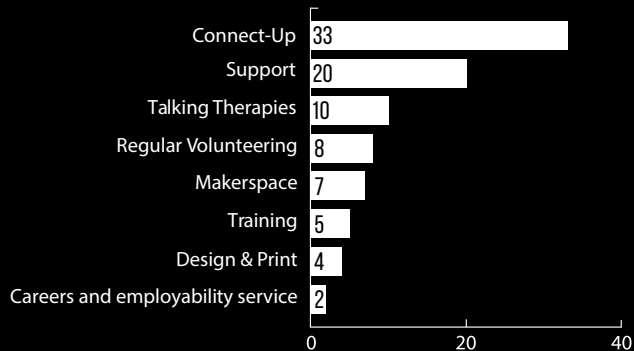
and whenever they happen, there will be an impact on the person and those whose lives they share.

NMC is a broad offer, so as part of the Big Survey we asked our community what they were involved with at the centre. Their answers are summarised on the table below:

PHYSIOTHERAPY ENGAGEMENT



ENGAGEMENT ACROSS NMC



THE RANGE OF NEEDS SUPPORTED BY NMC



My diagnosis impacted my mindset and wellbeing.

This **comment** made by a member of the NMC community in response to the Big Survey summarises the reality of being informed you have a long-term, genetic condition. The diagnosis may explain the physical weakness of muscle groups, poor balance, frequent falls, fatigue or pain but there other 'unspoken and unseen' implications to the diagnosis.



The NMC offers a holistic approach to health and wellbeing and it's important to me that I can access this in one place rather than lots of different places - it's more accessible.

We shape the support offered by NMC by listening to the lived experiences of people who have a neuromuscular condition and use this information to create the "safe, supportive, environment", making NMC the 'one stop shop' that it is.

Neuromuscular conditions limit people's energy levels and as health conditions need energy to manage, NMC enables people to access many services at each visit. This reduces the additional barriers which long term health conditions present, including needing to arrange appointments when a family member or carer is available to accompany them and/or drive and the high financial costs of travel, especially if driving distances in a wheelchair accessible vehicle. Time is also a factor, with family members often required to take time out of work.

Foot Health

The foot health service is a great example of how beneficial a 'one stop' centre is with scores from the survey rating the service as 4.8/5 and the comment **"Nail cutting service is brilliant"** highlights this.



NMC is an incredible support in all areas of my life, helping me to deal with the often-rocky world of having a neuromuscular condition.



THE IMPACT OF OUR OFFER

“ NMC empowers me to take control and manage my condition ”

This quote (from someone with a neuromuscular condition) confirms the strength people gain from the NMC team and wider community.

NMC offers opportunities, sharing of knowledge and experiences, time to talk and listen, support to face changes and make decisions.

Knowledge is key to making informed decisions and NMC uses many ways to enable this, from providing a physically accessible environment, stylish equipment in the toilets, riser chairs, and

demonstration days of equipment to zoom Talking Points and sharing lived experiences. The team, the majority of whom have a neuromuscular condition, are here to share information and have discussions about making lifestyle changes, adaptations to homes or applying for benefits including Personal Independence Payments and Motability.

“ Having attended a mobility day promotion I am currently looking forward to being assessed for driving a car with hand controls. So I am looking to the future with more confidence and hope to continue my association with NMC as long as possible.

“ For the first time ever, I have met people with a specific understanding and appreciation of my needs. I don't think I understood how powerful the impact of that would be.

EMOTIONAL WELLBEING

NMC has a very strong impact in supporting people as they face making changes to their lives.

Here are the most frequently used words and phrases by people in the NMC community to describe the impact which living with a long-term health condition has on their lives:



No-one understands, I feel alone, anxiety, shrinking world, isolation fatigue, no spontaneity, embarrassment, lost confidence, no purpose.

In recognition of the high emotional impact which health conditions have on people's wellbeing, NMC uses many styles of support to fulfil our fourth objective: To be an innovative place of belonging for our community. NMC is a place and community that are willing to try new approaches, one example of that innovative approach is the Makerspace which is in effect a living lab that supports new ideas. People gather to create and to make and they find support in the relationships that are developed over the machines that they are using.

Alongside this experimental, community led support we also have a formal counselling service provided in partnership with Compass Counselling. This has had a significant impact on people's sense of wellbeing with a survey score of 4.5/5. The aforementioned GAD 7 and PHQ 9 scores also serve to highlight the difference that the counselling intervention makes in people's lives.



NMC is the only place I can go where I feel 'normal'. People are friendly and respectful and staff and people who use the centre make me feel like I can still be myself and not question my movements or the way I am and act physically. This builds my confidence and improves my mental.



Makes me feel like someone besides family cares.



Time I have just for me.

These comments below show how NMC is able to impact on the way people manage and take control of life with a long-term health condition.

“

It provides a listening ear and encourages me to focus on what I can do, not what I can't.

“

I feel valued and not peculiar!

“

Feel part of a community.

“

It's really helped me accept my condition and cope with the anxiety and stress it causes.



CONNECT UP AND PURPOSE

The Connect Up programme of events and creation of the Makerspace at NMC have developed as a response to people's need to have purpose and a sense of belonging. These can be reduced as health conditions impact on social activities and involvement in local community.



The NMC is vital for my physical and mental health. The centre makes me feel part of society.



It allows me to try new things, in the maker space and meet people I'd never have met before.



Helps me get out of the house. Meet new people. A lifeline, some weeks it's the only time I go out.

The scores and comments from the Big Survey highlight the impact which NMC has in re-establishing social connections and purpose. In rating the impact of the Connect Up programme, responses scored 4.65 out of 5 (Where 5.00 is the highest score)

To summarise NMC's approach to creating a significant impact on holistic wellbeing, this quote captures the thoughts and optimism of our community:



It has enabled me to see how, going forward, I am still able to contribute, fulfil my aspirations, and manage.

THEME 4

WORKING WITH A NEUROMUSCULAR CONDITION

Within the NMC community, data collected from two surveys does show a wide range of employment experiences.

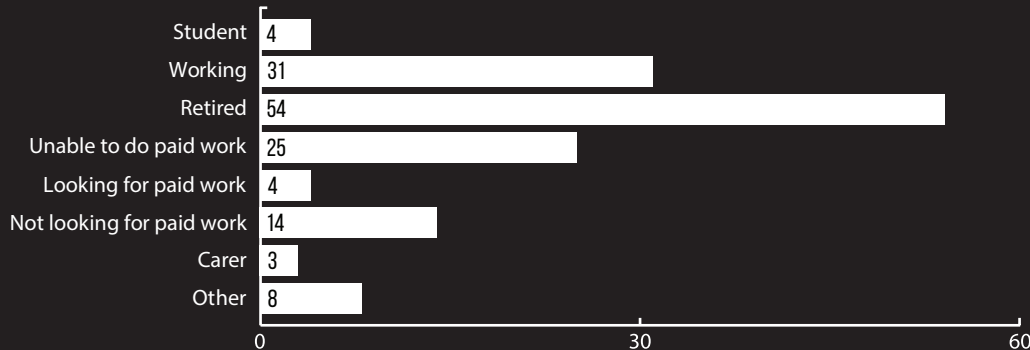
The largest group responding are retired, with working people forming the second largest category, showing strong participation in the workforce. Many individuals start their careers before the physical effects of their condition become pronounced. As their condition progresses, those with well-established midlife careers may struggle to remain in their roles, while

others feel unable to undertake paid work at all due to mobility or health challenges.

Our Work Census highlighted that financial motivation is only one factor to working. The social benefits of employment including purpose, routine and connection were recognised as equally significant.

We also discovered a wide range of professional expertise, including scientists, teachers, lawyers, chefs, and designers. But despite these skills, mobility-related barriers remain the most common factor restricting opportunities referring to either the job task or the workplace being unsuitable for their needs.

ARE YOU CURRENTLY



Through the survey, we were able to draw the following conclusions:



The social and emotional benefits were the main motivator for working, not earning money.



The national disability employment rate is 52% in the NMC community it is 62%.



Mobility is the main barrier to working for our respondents.



A broad range of reasons related to living with a neuromuscular condition and attitudes of employers impacted on decisions to change jobs or leave work.

VOLUNTEERING OPPORTUNITIES

Providing volunteering opportunities enables us to achieve even more, as well as supplying valuable opportunities for our community and beyond to learn new skills and build friendships.

We have a new Volunteering Strategy and have implemented processes to ensure we provide safe, meaningful, and rewarding experiences for our volunteers.

The volunteering score of 4.85 out of 5 reflects the value people place on the opportunity to volunteer at NMC.

Data from the final quarter of 2025 demonstrates almost 750 volunteer hours in our garden, fundraising and administration tasks. This is equivalent to £9,000 additional contribution or £36,000 for the full year.

Our volunteers said:



Volunteering at NMC gives me purpose and makes me feel that I can make a difference.



I have been out the workplace for almost 5yrs & had lost all my confidence. Volunteering with the NMC feels safe and helps take me out of my comfort zone.



“

I like giving back to NMC as it makes me feel valued in a society where disability people are treated as burdens.

“

It gives you a sense of purpose, focus and achievement in life.



ACCESS TO MEANINGFUL EMPLOYMENT AT NMC



**One of our core objectives of
NMC Design+Print is to create
opportunities for people with
neuromuscular conditions...**



**[Work] has given me more confidence
and more stability in my everyday life.
The routine of going into work, even part-
time, has kind of anchored me a bit more.**

that lead to economically productive and fulfilling lives. Meaningful work and volunteering can help to foster personal growth, wellbeing, and a sense of purpose.

This year Amy joined the Design+Print team, a graphic designer living with Centronuclear Myopathy (CNM). Like many others with long-term health conditions, Amy faced significant barriers to employment.

I found it really difficult while I was searching for a job,”

she explains.

Requirements often stipulated that staff should be office-based, working 9 to 5, five days a week. “That just wasn’t feasible for me.”

We offered Amy a flexible, hybrid role that would allow her to work to her full potential and contribute her creative skills. Provision of specialist equipment, including a rising chair and a sit-to-stand desk, have made a noticeable difference.

When you find people who will actually accommodate you and who are willing to compromise and facilitate you, it’s lovely. I’m a lot less physically fatigued. I don’t feel as shaky or unsteady and, touch wood, I’m having fewer falls.

Amy is now focused on developing her technical skills in graphic design and feels encouraged by the supportive culture at NMC.

The support has definitely helped my career. The culture of sharing and collaboration gives me the confidence to ask questions and keep learning

Amy’s story is a testament to how inclusive employment practices can unlock potential, build confidence, and create lasting impact. At NMC Design+Print, we’re proud to be part of that journey.

[Work] “has given me more confidence and more stability in my everyday life. The routine of going into work, even part-time, has kind of anchored me a bit more”.

NMC'S INCOME

Our mix of income is extensive, with the range and type being key for the sustainability of our charity.

These are the key elements of income:

**Traded income generated by NMC Design+Print.
This is our community social enterprise.**

**Traded income with the NHS. We receive some funding from
NHS Integrated Care Boards, which is largely activity driven
and reflects time spent providing specialist physiotherapy
interventions for individuals.**

**Contracted income from Local Councils. This small income
stream recognises our work with the wider family (Carers)
and also our impact in prevention of crisis.**

GRANTS FROM TRUSTS AND FOUNDATIONS.



In 2024-25 we received grants from 48 Grant-making Trusts and Foundations.



34 of those Trusts are from outside the Cheshire region



83% of the trusts that gave to NMC gave grants under £5k



44 of those grants were for amounts between £50 and £9,405



2 grants exceeded £10,000



43 of these trusts have given to us previously and most of those have been giving to NMC annually for many years.

FUNDRAISING EVENTS

Income generated by fundraising events. In normal years there is an extensive NMC events programme providing a substantial element in the NMC income mix, however due to a change in staffing the year has been quieter than usual.

INDIVIDUAL GIVING

Income from individual giving. This element includes individual donations, in memory donations, and individual fundraising efforts like sponsored challenges or cake sales.

ECONOMIC IMPACT OF NMC

We seek to analyse the economic impact of our work in a number of areas:



We recognise the positive financial impact of our work



We enable many people to be economically active through work (often for many years longer)



We enable hundreds of people to avoid hospital visits and stays



We enable hundreds of people to avoid the need to see their GP

The positive impact on individual wellbeing is clearly documented in this report. The avoided referrals and interventions by statutory mental health services are numerous and represent a saving to the public purse. Our counselling service can see up to 30 people a year, representing a saving of approximately £27,000 to the NHS if counselling was accessed through the NHS.

None of these activities and impactful interventions are done with the economic impact front and centre. A person's happiness and quality of life is our prime goal and what we seek to do here is simply acknowledge that there is a large positive financial impact too.

The financial cost of an unplanned hospital admission is clearly important. But that in no way accounts for the impact of an unplanned hospital admission. The fear, the upset, the pain, the disruption to family life, the lost workdays of relatives drafted in for childcare, the misery, lost social contacts, and so much more.



We also seek to measure the impact of our approach and ethos as an organisation on the local economy:

- We provide employment for 31 people.
- We raised £464k last year through fundraising activities and from grants awarded by Charitable trusts and Foundations.
- We are keen and proud to “lever” in funds from across the UK. 73% of the grant funding received in the year is from sourced from Trusts and Foundations outside the Cheshire region.
- We spent a total of £714k on salaries in the year.
- In addition, we invested £65k in our staff pensions.
- We also spent £57k on National Insurance contributions.
- We spend a total of **£378k** on other costs.

Of the **£378k** we calculate that £269k is spent where we have little or no choice – this includes insurance, utility bills, software and postage for example. By and large we do not have local or independent supply options.

Response to Finances:

This leaves £109k in non-staff expenditure, giving us the opportunity to prioritise spending locally and support independent or community-based businesses. Of the £109k, we spent 95% with local businesses.

ENVIRONMENTAL IMPACT OF NMC

NMC is acutely aware of many aspects of its environmental impact. Equally we are certain there are many elements of our building, our behaviours, and our operation which we must work on as we seek to operate in the most effective way for the health of our community and for the wider health of our planet.

Let's start with an appreciation of some of our main challenges in achieving a low carbon footprint;

- People in our community are generally unable physically to cycle or walk to NMC. Very few people in our NMC community live nearby to NMC. As the only Centre in the UK, people routinely travel up to 50 miles to attend the Centre.
- People mainly travel in their own car to the Centre. Some come to the Centre on NHS Patient Transport (ambulance) and a very few by public transport or taxi.
- Many of the cars that people drive are, of necessity, larger and adapted causing increased fuel usage.
- NMC is not on a bus route and is over 3 miles from the nearest railway station in one direction and over 5 miles away in the other direction.
- The Centre is always kept warm because that is essential for the health of those attending. Our heating system is gas.
- Disability aids in the Centre like hoists and bidet toilets require additional power usage. Power wheelchairs and breathe assist machines all need charging up from time to time – sometimes at NMC.
- Our own minibus fleet is diesel powered and is an expensive asset that we are planning to replace.
- We do not currently have any electric car charging infrastructure.

Some of the things we think we do well in the context of our environmental impact;



We have high levels of insulation and have rebuilt parts of the centre to provide far more effective insulation.

We have a solar panel installation.

We have a good recycling and waste segregation culture.

We have a woodshed team recycling previously used timber into useful items.

We have cycle racks.

We monitor fuel usage in our minibus fleet and encourage economical driving techniques.

We have a boiling water tap for hot drinks.

RESPONSE TO ENVIRONMENTAL IMPACT:

We strive to adopt the highest possible environmental standards across all areas of operation while ensuring that we continue to operate effectively for the health and well-being of our community. Our focus is on continual improvement, seeking solutions to environmental challenges by adopting sound principles and best practices suited to a charity of our size.



CONCLUSION AND RECOMMENDATIONS

This report focuses on the first four objectives of NMC:



To deliver treatments that support the physical wellbeing of people with neuromuscular conditions.



To help people with neuromuscular conditions expand their potential and achieve their goals.



To provide emotional and practical support for people with neuromuscular conditions and their families.



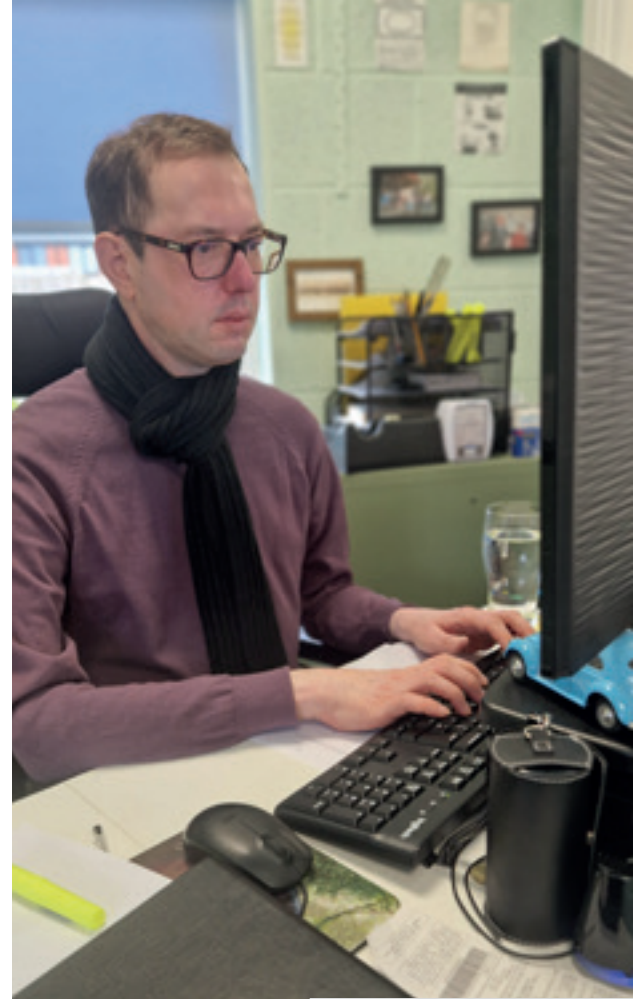
To be an innovative place of belonging for our community.

The first three impact areas in this report – From Diagnosis to NMC, Physio Excellence, and Holistic Wellbeing – demonstrate how NMC achieves its first objective. The impact on physical wellbeing is significant, as highlighted by the Physio survey, and the data from Welcome Days shows just how transformative people’s first encounters with us can be.

While improved physical wellbeing often draws people to NMC, it is the broader sense of support and belonging that keeps them here. This report also highlights the wide range of community activities, training sessions, digital skills workshops, and volunteering opportunities that engage the whole person – reflecting our second objective.

In addition, our Support Team provides professional guidance to address the practical challenges faced by people with neuromuscular conditions and their families. NMC has become a genuine “one-stop shop,” offering many of the services that enable individuals to live rich, fulfilling, and independent lives – aligning closely with our third objective.

Finally, as seen in the voices and comments shared throughout this report, NMC has become a true place of belonging for many. Although this sense of community is difficult to quantify, it is clearly evident in the feedback from our members and in the spirit that defines us – fulfilling our fourth objective.



RECOMMENDATIONS

RECOMMENDATION 1

Recommendation 1: To reframe the NMC as a Neighbourhood Health Service for a Network of People

On July 4th 2025, as part of the 10-year plan for the NHS the government launched the 'Neighbourhood Health Service', that sought to shift many of the resources of the NHS to community-based environments. The Kings Fund identify three versions of this Neighbourhood Health Service, with the NHS's version 'identifying people who are using services most frequently (or are at highest risk of doing so in future) and providing them with proactive support to improve their health and prevent hospitalisation.'

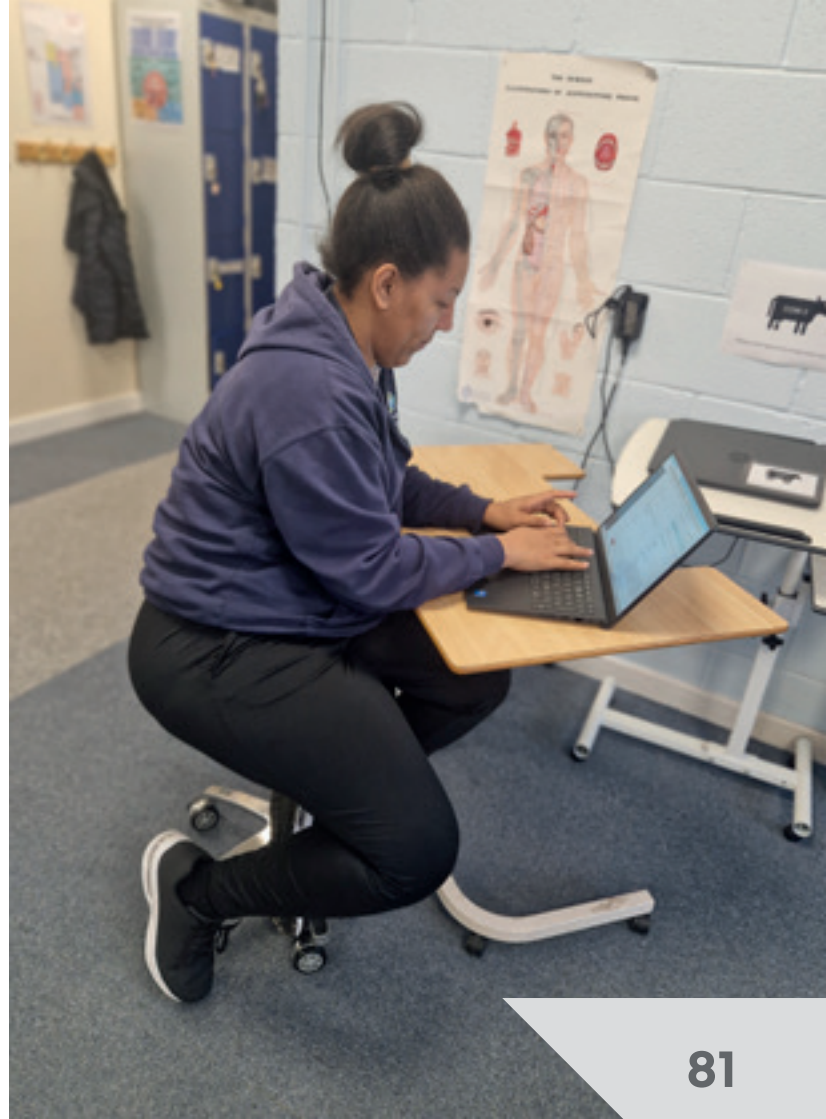
The local Government Version is a broader version of the same concept and might 'include representatives from services for families, children and young people, adult social care, housing, employment and welfare services, voluntary sector organisations,

and community-based health professionals, such as district nurses and health visitors.' Finally a community-led version is less about co-ordinating the work of professionally led services and more about people and communities themselves.

Whilst the Governments plan was focused on a local area, the specialist services that our community need would not be served in a neighbourhood health service. The health conditions that our community live with are rare, and hence a generalist Neighbourhood Health Service isn't going to have the specialist knowledge to provide the proactive support that prevents hospitalisation that the government is looking for, it is only places like NMC that can provide this.

The NMC Neighbourhood Health Service provides physiotherapy, hydrotherapy, pain management, counselling, employment advice, housing support, benefits guidance and so much more. This report shows the value of the Neighbour Health Service that the NMC offers and so the first recommendation from these accounts is to reframe the NMC offer as a Neighbourhood Health Service for a Network of People. That network is those people with a neuromuscular condition that live within a 50 miles radius of NMC, they attend what is in effect a Neighbourhood Health Service for a Network of People. As the NHS moves towards this model of working, NMC should begin to use this language when speaking to NHS professionals about the services that are offered. The use of this language is a shortcut to enable health professionals to recognise the breadth of the NMC offer and ensure that when referring the professional understand all that NMC is.

NMC has always been a place that enables people through the provision of a variety of services and through connection with others. As this report highlights it is a 'one stop shop' that enables a person to access all that they want to, but also to connect with others.



RECOMMENDATIONS

RECOMMENDATION 2

Recommendation 2: Explore ways in which NMC can be more widely promoted.

The data from the Welcome Days highlights how significant NMC is for people when they first encounter it. However, it is also alarming that 40% had lived with their condition for more than ten years before engaging with us and more than half knew nothing about us prior to being referred. This is something that should be addressed.

The past year has seen NMC refresh our branding and we have recently launched a new website. The

next year must see us increase our profile so that when people are diagnosed with a neuromuscular condition they are pointed to the services that we are offering. This requires a broad promotion plan that engages with local ICB's and specialist centres. This will take many years as clinicians change but the intention should be there quite simply because before coming to NMC, 72% of people surveyed had no medical support for their neuromuscular condition; highlighting how critical our services are.

RECOMMENDATIONS

RECOMMENDATION 3

**Recommendation 3:
Affirm the regional
nature of NMC and
commission a strategic
review to look at
options for growth.**

NMC has grown from a local charity into a regional charity. Occasionally people travel from future than 50 miles to attend NMC, but this is unusual and we cannot expect much more growth in this area. The regional nature of NMC needs to be affirmed and options of growth should be further explored.



ANNUAL REPORT & FINANCIAL STATEMENTS

NEUROMUSCULAR CENTRE

COMPANY LIMITED BY GUARANTEE

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

LEGAL AND ADMINISTRATIVE INFORMATION

TRUSTEES

M Hawes
D Okell (Chair to 2 May 2024)
M Roberts (not a director)
W Stothart
S Monteiro
W Duckworth (Chair from 2 May 2024)
R Diaz
J Haskey
R Woodward (Appointed 17 July 2025)
S Vaja (Appointed 17 July 2025)
G Hinds (Appointed 17 July 2025)

CHIEF EXECUTIVE

B Edson

SECRETARY

B Dale

CHARITY NUMBER

1023606

COMPANY NUMBER

2806607

REGISTERED OFFICE

Woodford Lane West
Winsford
Cheshire
CW7 4EH

AUDITORS

Mitchell Charlesworth (Audit) Limited
Suites C,D,E, & F
14th Floor The Plaza
100 Old Hall Street
Liverpool
L3 9QJ

BANKERS

Barclays Bank Plc
21 Dingle Walk
Winsford
Cheshire
CW7 1AG

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

SOLICITORS

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

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

The trustees present their annual report and financial statements for the year ended 31 March 2025.

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 (as amended 17 October 2019), 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) (effective 1 January 2019)".

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 well being are achieved, through employment, training, support and physiotherapy.

AIMS AND ACTIVITIES

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 STRATEGY FOR 2025-27

In early 2024 we endorsed our 6 strategic objectives for NMC. These were first developed in 2022 and have now been reviewed. They remain our primary goals;

Objective 1

Provide impactful social and academic opportunities for our community

Objective 2

Enrich the emotional and physical wellbeing of people affected by neuromuscular conditions

Objective 3

Inspire, inform, and enable our community to make an active contribution to society

Objective 4

Develop a thorough understanding of people in our community and respond in tailored ways

Objective 5

Run an effective and professional organisation with excellent governance with sustainability at the core

Objective 6

Increase awareness of MD and NMC and increase our influence

VOLUNTEER HELP

NMC has a strong group of volunteers working in:

- Fundraising - mainly helping at events.
- Physiotherapy – helping and supporting the professional Physiotherapists.
- Board of Trustees – providing scrutiny, oversight, advice, guidance, and strategic direction.
- Also, we have volunteers helping with carpentry, gardening, odd-jobs and building maintenance.

PUBLIC BENEFIT

The charity trustees consider that they have complied with their duty in section 17 of the Charities Act 2011 to have

due regard to public benefit guidance published by the Charity Commission and that the benefits that the charity provides are not unreasonably restricted.

ACHIEVEMENTS AGAINST OUR CARRIED FORWARD GOALS FROM 2023-24

1. Explore the provision of accessible accommodation near to the NMC.

This is now not a goal due to changing demand post Covid.

2. Continue to develop and exploit the opportunities provided to NMC Design+Print following the investment in the Laser cutter/ engraver.

It became apparent that a commercial laser cutting/engraving service was not viable so this activity has amalgamated with the creative activities on offer.

3. Improve outdoor accessibility

onsite. This includes relaying the car park and re-furbishing and extending accessible paths and boardwalks. Car park refurbishment **complete**. Path improvements still to complete.

Path improvements planned for early 2025-26.

4. Develop a new Fundraising Strategy to reflect changes in society, the marketplace for events, our changed capacity, and the end of our long running Spirit of Christmas fundraising event. Lots of scoping has been undertaken.

A new strategy is emerging but not yet completed. Completion of the Strategy is a goal for 2025-26.

ACHIEVEMENTS AGAINST OUR GOALS FOR 2024-25

1. Upgrade and extend the outside paths to enable people to explore the meadow and gardens in all seasons safely. Not achieved but

planned for early 2025-26

2. Develop the new Employment and Careers service so it achieves all that we have planned for it in terms of placing people in work/work experience, preparing for work, and helping people stay in work by adapting to changes in condition.

Achieved

3. Prepare NMC for a Britain in Bloom application and maximise involvement of our community as well as local volunteers in developing a flourishing and attractive garden. **Achieved**
4. Develop a new fundraising strategy to reflect changing times and the end of our long running Spirit of Christmas event. Not achieved but planned for 2025-26

5. Develop an accommodation offer for those travelling long distances to NMC. The accommodation could also offer accessible holiday options and a place to try out independent living. *This is now not*

a goal due to changing demand post Covid.

6. The arrival, induction and successful handover to the new Chief Executive will be an important element of the plans for the charity in the year ahead.

Achieved

7. We plan to upgrade and modernise our heating system and install additional solar power generation to reduce our energy consumption and increase the sustainability of our provision. **Partially achieved**. Funding for improvements received in 2024-25, to be spent in 2025-26

FUNDRAISING PERFORMANCE

- Trust and corporate income £153k
- Community donations £153k
- Events income £32k
- Statutory income £800k
- Design+Print income £95k

Donors to NMC can be assured that we comply with the regulatory standards for

fundraising. The charity adheres to the Code of Fundraising Practice in all its fundraising activities. Through this guidance, policies and working practices relating to working with vulnerable supporters, handling complaints and ethical considerations are in place. NMC does not sub-contract elements of its fundraising activities to marketing agencies and undertakes all its correspondence and contact with donors in-house.

The charity received no fundraising complaints during the year. Complaints are dealt with in line with our complaints policy, with most serious complaints escalated to our Trustees so they can consider lessons to be learnt. NMC has safeguarding policies in place to protect vulnerable people. Our fundraisers (both staff and third party) are familiarised with these to ensure the correct procedures are in place.

FINANCIAL REVIEW

- NMC's financial performance has been satisfactory as we continue to build back post-pandemic.

- 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 3 month running costs throughout 2024-25.

PRIOR YEAR ADJUSTMENT

The prior year figures have been adjusted which has decreased the 2024 surplus, which is now £36,018, more detail is shown in note 31.

RESERVES POLICY

NMC recognises the need to hold adequate reserves, to ensure that the charity has a reasonable and proportionate "buffer" against the risk of unforeseen problems, whilst also recognising the pursuit of our charitable objectives means we should not hold

excessive reserves.

NMC reserves policy is to target unrestricted free reserves to remain between 3 and 6 months of average expenditure. This policy should be reviewed by Trustees every year

The current reserves level is £1,413,987 with restricted reserves being £7,343, endowment fund reserves of £75,000 and unrestricted funds represented by fixed assets of £743,805 leaving free reserves of £587,839.

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.

PLANS FOR 2025-26

- Complete a rebranding of the NMC, to modernise, refresh, and be more in tune with the digital era.
- Design and launch a new website.
- Review NMC's Mission Statement.
- Expand the successfully introduced Employment and Careers service to meet growing demand.

- Develop a new Volunteer Policy to encourage greater community participation.
- Explore the possibility of opening satellite Physiotherapy Centres.
- Increase uptake in 'Home Working' from NMC, enabling people to work at NMC before or after their physio to improve efficiency.
- Expand research projects in partnership with Manchester Metropolitan University.
- Increase participation in Makerspace activities.
- Develop a new strategy to enhance opportunities with NMC Design+Print.
- Establish a 'One Stop Shop' approach to well being services offered by NMC.
- Re-establish connections with local Councils to remain relevant during the devolution process.

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:

- M Hawes
- I Martin (Resigned 1 October 2024)
- D Okell (Chair to 2 May 2024)
- M Roberts (not a director)
- W Stothart
- S Monteiro
- W Duckworth (Chair from 2 May 2024)
- R Diaz
- J Haskey
- R Woodward (Appointed 17 July 2025)
- S Vaja (Appointed 17 July 2025)
- G Hinds (Appointed 17 July 2025)

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.

AUDITOR

In accordance with the company's articles, a resolution proposing that Mitchell Charlesworth (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

DISCLOSURE OF INFORMATION TO AUDITOR

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.



W DUCKWORTH (CHAIR)

Trustee

Dated: 29th January 2026

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEUROMUSCULAR CENTRE

OPINION

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2025 which

comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed,

we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law,

- 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.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act

2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting of documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations

are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

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

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

OTHER MATTERS

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

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

A handwritten signature in black ink that reads "T. Stanley". The letter "T" is large and stylized, followed by a period and the name "Stanley" in a cursive script. A horizontal line is drawn underneath the name.

**Mr Tony Stanley ACA
(Senior Statutory Auditor)
for and on behalf of Mitchell
Charlesworth (Audit) Limited**

Accountants Statutory Auditor

Dated: 29th January 2026

Suites C,D,E, & F
14th Floor The Plaza
100 Old Hall Street
Liverpool
L3 9QJ

**STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025**

Current financial year	Notes	Unrestricted funds	Restricted funds	Endowment funds	Total 2025	As restated Total 2024
		£	£	£	£	£
<u>Income from:</u>						
Donations and legacies	3	292,427	39,263	100,000	431,690	394,037
Charitable activities	5	894,750	-	-	894,750	715,156
Fundraising events	4	32,286	-	-	32,286	72,697
Investments	6	11,368	-	-	11,368	8,426
Other income	7	474	25,000	(25,000)	474	315
Total income and endowments		1,231,305	64,263	75,000	1,370,568	1,190,631
<u>Expenditure on:</u>						
Raising funds	8	106,230	-	-	106,230	155,671
Charitable activities	9	1,101,393	68,757	-	1,170,150	998,942
Total expenditure		1,207,623	68,757	-	1,276,380	1,154,613
Net movement of funds		23,682	(4,494)	75,000	94,188	36,018
Reconciliation of funds						
Fund balances at 1 April 2024		1,307,962	11,837	-	1,319,799	1,283,781
Fund balances at 31 March 2025		1,331,644	7,343	75,000	1,413,987	1,319,799

**STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025**

Prior financial year	Notes	As restated Unrestricted funds	Restricted funds	Total 2024
		£	£	£
<u>Income from:</u>				
Donations and legacies	3	358,420	35,617	394,037
Charitable activities	5	715,156	-	715,156
Fundraising events	4	72,697	-	72,697
Investments	6	8,426	-	8,426
Other income	7	315	-	315
Total income and endowments		1,155,014	35,617	1,190,631
<u>Expenditure on:</u>				
Raising funds	8	155,671	-	155,671
Charitable activities	9	964,012	34,930	998,942
Total expenditure		1,119,683	34,930	1,154,613
Net movement of funds		35,331	687	36,018
Reconciliation of funds				
Fund balance at 1 April 2023		1,272,631	11,150	1,283,781
Fund balance at 31 March 2024		1,307,962	11,837	1,319,799

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.

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025	2025	2024	2024
		£	£	£	£
Fixed assets					
Tangible assets	14		743,796		712,408
Investments	15		9		9
			<u>743,805</u>		<u>712,417</u>
Current assets					
Debtors	18	153,669		149,349	
Cash in bank and in hand		<u>665,152</u>		<u>587,222</u>	
		818,821		736,571	
Creditors: amounts falling due within one year	19	(148,639)		(129,189)	
		<u> </u>		<u> </u>	
Net current assets			<u>670,182</u>		<u>607,382</u>
Total assets less current liabilities			<u>1,413,987</u>		<u>1,319,799</u>
The funds of the charity:					
Endowment funds	22		75,000		-
Restricted income funds	23		7,343		11,837
Unrestricted funds	24		<u>1,331,644</u>		<u>1,307,962</u>
			<u>1,413,987</u>		<u>1,319,799</u>

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025	2025	2024	2024
		£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	30		127,403		57,355
Cash flows from investing activities					
Purchase of tangible fixed assets		(60,842)		(8,380)	
Interest received		11,368		8,426	
Net cash (used in)/generated from investing activities			(49,474)		46
Net increase in cash and cash equivalents			77,929		57,401
Cash and cash equivalents at beginning of year			587,222		529,824
Cash and cash equivalents at end of year			665,152		587,222

The financial statements were approved by the trustees on 29th January 2026.



W Duckworth
(Chair from 2 May 2024)
Trustee

1 ACCOUNTING POLICIES

CHARITY INFORMATION

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

1.1 ACCOUNTING CONVENTION

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102. 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.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

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.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

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 the statement of financial activities.

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.

There are no critical accounting estimates or judgements included in these accounts.

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

	Unrestricted funds 2025	Restricted funds 2025	Endowment funds general 2025	Total 2025	Unrestricted funds Restated 2024	Restricted funds 2024	Total 2024
	£	£		£	£	£	£
3 Donations and legacies							
Donations and gifts	266,625	39,263	100,000	405,888	299,859	35,617	335,476
Legacies receivable	25,802	-	-	25,802	58,561	-	58,561
	292,427	39,263	100,000	431,690	358,420	35,617	394,037
Donations and gifts							
Community donations	153,089	-	-	153,089	157,979	-	157,979
Trust and corporate donations	113,536	39,263	-	152,799	141,880	35,617	177,497
Edward Gostling Fund	-	-	100,000	100,000	-	-	-
	266,625	39,263	100,000	405,888	299,859	35,617	335,476
4 Income from other trading activities							
Fundraising events	32,286				72,697		

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

	Unrestricted funds	Unrestricted funds	Total 2025	Unrestricted funds	Unrestricted funds	Total 2024
	Physiotherapy	Supporting employment		Physiotherapy	Supporting employment	
	£	£	£	£	£	£
5 Charitable activities						
Income within charitable activities	<u>799,882</u>	<u>94,868</u>	<u>894,750</u>	<u>613,533</u>	<u>101,623</u>	<u>715,156</u>
Analysis by fund						
Unrestricted funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>613,533</u>	<u>101,623</u>	<u>715,156</u>
6 Income from investments						
Interest receivable	<u>-</u>	<u>-</u>	<u>11,368</u>	<u>-</u>	<u>-</u>	<u>8,426</u>

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

	Unrestricted funds 2025	Restricted funds 2025	Endowment funds 2025	Total 2025	Unrestricted funds 2024
	£	£		£	£
7 Other income					
Edward Gostling Fund	-	25,000	(25,000)	-	-
Other income	474	-	-	474	315
	474	-	-	474	315
8 Raising funds					
<u>Costs of generating donations and legacies and events</u>					
Promotion	41,563	-	-	41,563	59,543
Staff costs	64,369	-	-	64,369	86,244
Share of Support costs (see note 10)	298	-	-	298	9,884
	106,230	-	-	106,230	155,671

During the year £25,000 (2024: nil) was released as income from the capital endowment fund in line with the terms of the fund.

Other income relates to a Feed-in Tariff (FIT) payment received from the charity's energy provider.

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

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2025	Total 2024
	£	£	£	£	£	
9 Charitable activities						
Staff costs	326,266	240,401	119,112	26,266	712,045	356,617
Share of support costs (see note 10)	27,049	336,034	72,672	5,482	441,237	627,837
Share of governance costs (see note 10)	4,217	4,217	4,217	4,217	16,868	14,488
	357,532	580,652	196,001	35,965	1,170,150	998,942
Analysis by fund						
Unrestricted funds	288,775	580,652	196,001	35,965	1,101,393	
Restricted funds	68,757	-	-	-	68,757	
	357,532	580,652	196,001	35,965	1,170,150	
For the year ended 31 March 2024						
Staff costs	195,690	80,392	65,374	15,161		356,617
Share of support costs (see note 10)	55,185	418,863	111,622	42,167		627,837
Share of governance costs (see note 10)	3,622	3,622	3,622	3,622		14,488
	254,497	502,877	180,618	60,950		998,942
Analysis by fund						
Unrestricted funds	254,497	467,947	180,618	60,950		964,012
Restricted funds	-	34,930	-	-		34,930
	254,497	502,877	180,618	60,950		998,942

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

	2025	As restated 2024
	£	£
10 Support costs allocated to activities		
Staff costs	55,911	288,507
Depreciation	29,453	23,513
Utilities and communications	17,487	23,652
Travel	24,068	23,900
Printing	79,498	82,652
Maintenance	86,034	47,742
Insurance and general expenses	116,121	100,552
Non recoverable VAT	32,963	47,203
Governance costs	16,868	14,488
	458,403	652,209
Analysed between		
Fundraising	298	9,884
Physiotherapy	31,266	58,807
Advocacy and Care Support	340,251	422,485
Supporting Employment	76,889	115,244
Training	9,699	45,789
	458,403	652,209

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

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

	2025	2024
	£	£
11 Auditors' remuneration		
The analysis of auditor's remuneration is as follows:		
Fees payable to the company's auditor for the audit of the company's annual accounts	4,800	4,250
All other non-audit services	2,700	4,220

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2024: £nil) and no trustees were reimbursed expenses (2024: none).

	2025	2024
13 Employees		
Numbers of employees		
The average monthly number employees during the year was:		
Charitable activities	28	26
Fundraising	2	3
Administration	1	1
	31	30
Employment costs		
Wages and salaries	710,233	636,781
Social security costs	57,264	38,185
Other pension costs	64,828	56,402
	832,325	731,368

There were no employees whose annual remuneration was £60,000 or more (2024: none).

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

	Short leasehold property	Fixtures, fittings & equipment	Total
	£	£	£
14 Tangible fixed assets			
Cost			
At 1 April 2024	1,100,225	285,889	1,386,114
Additions	37,548	23,294	60,842
At 31 March 2025	<u>1,137,773</u>	<u>309,183</u>	<u>1,446,956</u>
Depreciation			
At 1 April 2024	408,643	265,063	673,706
Depreciation charged in the year	14,766	14,688	29,454
At 31 March 2025	<u>423,409</u>	<u>279,751</u>	<u>703,160</u>
Carrying amount			
At 31 March 2025	<u>714,364</u>	<u>29,432</u>	<u>743,796</u>
At 31 March 2024	<u>691,582</u>	<u>20,826</u>	<u>712,408</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 August 2077.

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

	Notes	Other investments
		£
15 Fixed asset investments		
Cost or valuation		
At 1 April 2024 & 31 March 2025		9
Carrying amount		
At 31 March 2025		9
At 31 March 2024		9
		2025
		2024
		£
Other investments comprise:		
Investments in subsidiaries	16	9

16 Subsidiaries

Details of the charity's subsidiary at 31 March 2025 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

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

	Notes	2025	2024
		£	£
17 Financial instruments			
Carrying amount of financial assets			
Debt instruments measured at cost		787,264	708,131
Equity instruments measured at cost		9	9
		<u>787,273</u>	<u>708,140</u>
Carrying amount of financial liabilities			
Measured at cost		<u>23,902</u>	<u>13,315</u>
18 Debtors			
		£	£
Amounts falling due within one year:			
Trade debtors		122,112	80,909
Other debtors		4,226	45,693
Prepayments and accrued income		27,331	22,747
		<u>153,669</u>	<u>149,349</u>
19 Creditors: amounts falling due within one year			
Other taxation and social security		94,178	58,411
Deferred income	20	30,559	57,463
Trade creditors		16,608	6,006
Amounts due to subsidiary undertakings		9	9
Accruals		7,285	7,300
		<u>148,639</u>	<u>129,189</u>

	2024	2025
	£	£
20 Deferred income		
Other deferred income	30,559	57,463
	30,559	57,463
Deferred income is included in the financial statements as follows:		
Total deferred income at 1 April 2024	57,463	117,815
Amounts received in year	30,559	57,463
Amounts credited to statement of financial activities	(57,463)	(117,815)
	30,559	57,463
21 Retirement benefit schemes		
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	56,402	64,828

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.

22 Endowment funds

Endowment funds represent assets which must be held permanently by the charity. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the assets form part of the fund.

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Expendable endowments					
The Edward Gostling Fund	-	75,000	-	-	75,000

The Edward Gostling Fund has agreed to provide funding of £100,000 to Neuromuscular Centre for the establishment of an endowment fund, the capital of which Neuromuscular Centre can use to invest and generate income to be used to further its charitable activities over the next four years. During the year £25,000 has been converted into restricted income, this is shown on the 'other income' line of the Statement of Financial Activities.

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

23 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used:

	Movement in funds						
	Balance at 1 April 2023	Income	Expenditure	Balance at 1 April 2024	Income	Expenditure	Balance at 31 March 2025
	£	£	£	£	£	£	£
Support worker fund	-	30,647	(25,273)	5,374	36,763	(42,137)	-
Transition and development	11,150	4,970	(9,657)	6,463	2,500	(1,620)	7,343
The Edward Gostling Fund	-	-	-	-	25,000	(25,000)	-
	11,150	35,617	(34,930)	11,837	64,263	(68,757)	7,343

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.

The Edward Gostling Fund is income drawn down from the Endowment fund capital. The Edward Gostling Fund has agreed to provide funding to Neuromuscular Centre for the establishment of an endowment fund, the capital of which Neuromuscular Centre can use to invest and generate income to be used to further its charitable activities. This gift is to cover four years and on the fifth anniversary, the restriction will cease to apply and Neuromuscular Centre may use the income and remaining capital of the Endowment for any purpose that furthers the charitable objectives of the charity.

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

24 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Car park works	40,000	-	(37,548)	(2,452)	-
General funds	1,267,962	1,231,305	(1,170,075)	2,452	1,331,644
	1,307,962	1,231,305	(1,207,623)	-	1,331,644
Previous year:	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Car park works	-	-	-	40,000	40,000
General funds	1,272,631	1,155,014	(1,119,683)	(40,000)	1,267,962
	1,272,631	1,155,014	1,119,683	-	1,307,962

£40,000 had been designated in the prior year to fund the costs of resurfacing the Centre's car park which was completed in 2024/25 for £37,548, the excess was released back to general unrestricted funds.

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

25 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Endowment funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£		£	£	£	£
Fund balances at 31 March 2025 are represented by:							
Tangible assets	743,796	-	-	743,796	712,408	-	712,408
Investments	9	-	-	9	9	-	9
Current assets/(liabilities)	587,839	7,343	75,000	670,182	595,545	11,837	607,382
	1,331,644	7,343	75,000	1,413,987	1,307,962	11,837	1,319,799

26 Capital commitments

Amounts contracted for but not provided in the financial statements:

	2025	2024
	£	£
Acquisition of property, plant and equipment	<u>78,348</u>	<u>40,000</u>

The above capital commitment for 2025 relates to work carried out at the Centre.

The prior year capital commitment related to work carried out at the Centre car park. This amount had been set aside at the year end as a designated fund, see note 23.

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

27 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:

	2025	2024
	£	£
Within one year	1,320	598
Between two and five years	1,650	-
	<u>2,970</u>	<u>598</u>

28 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2025	2024
	£	£
Aggregate remuneration	<u>68,485</u>	<u>61,969</u>

As at 31 March 2025, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2024: £9). There were no other related party transactions. No guarantees have been given or received.

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

29 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.

	2025	2024
	£	£
30 Cash generated from operations		
Net income for the year (as per the Statement of Financial Activities)	94,188	36,018
Adjustments for:		
Investment income recognised in statement of financial activities	(11,368)	(8,426)
Depreciation of tangible fixed assets	29,453	23,513
Movements in working capital:		
(increase)/decrease in debtors	(4,320)	29,928
Increase in creditors	46,354	36,674
(Decrease) in deferred income	(26,904)	(60,352)
Net cash provided by operating activities	127,403	57,355

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

31 Prior period adjustment

Changes to the balance sheet

	At 31 March 2024		
	As previously reported	Adjustment	As restated
	£	£	£
Creditors due within one year			
Taxation	(11,208)	(47,203)	(58,411)
Capital funds			
Income funds			
Restricted funds	11,837	-	11,837
Unrestricted funds	1,355,165	(47,203)	1,307,962
Total equity	1,367,002	(47,203)	1,319,799

Changes to the profit and loss account

	Period ended 31 March 2024		
Charitable activities	951,739	47,203	998,942
Net movement in funds	83,221	(47,203)	36,018

Following the year end, the entity performed a detailed review of its VAT recovery position. This review identified that in the current and prior periods, input VAT had been over-claimed due to business / non-business and partial exemption adjustments not being fully applied.

As a result, the element of the identified liability that relates to the period prior to 31 March 2024 has been included as a prior period error in accordance with FRS 102 Section 10, which has been reflected in the comparative figures.



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