

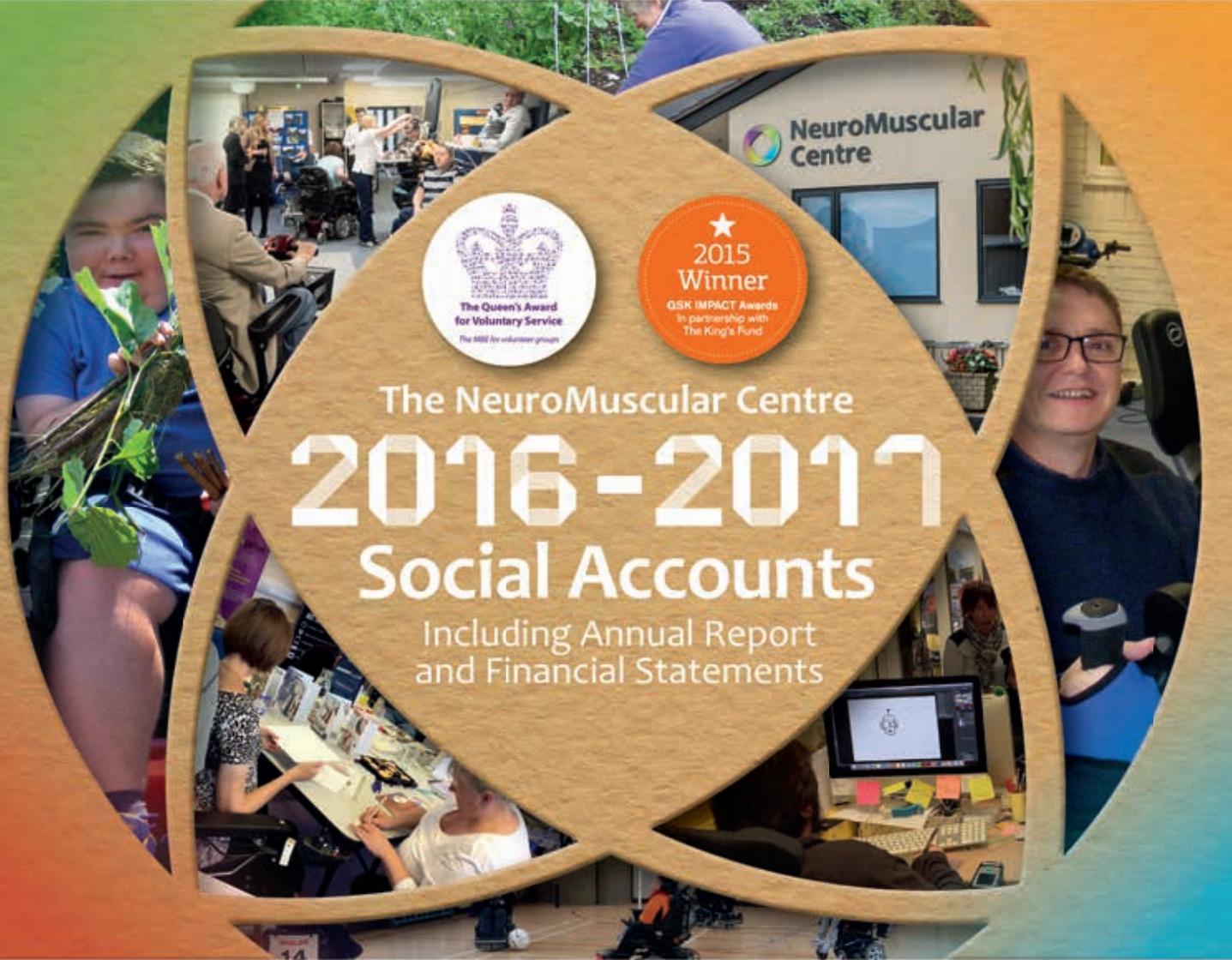


The NeuroMuscular Centre

# 2016-2017

## Social Accounts

Including Annual Report  
and Financial Statements



# CONTENTS

04	Introduction to Social Accounts	83	Sustainability
09	What is Muscular Dystrophy?	90	Compliance Statement
10	Chief Executive's Overview of the Year	91	Economic Impact
18	How do we Compile our Social Accounts	93	Environmental Impact
20	Mission and Values	95	Conclusions and Summary from 2016-17 Social Accounts
22	Objective 1 Physical Well-Being	97	Appendix 1 Glossary of Terms
36	Objective 2 Quality of life	98	Appendix 2 Stakeholder Analysis
52	Objective 3 Enabling fulfilling and Productive Lives	100	Appendix 3 Referring Clinicians
75	Objective 4 Developing Potential	101	Appendix 4 NMC Staff Structure Diagram
		102	Annual Report and Financial Statements



# WELCOME TO OUR SOCIAL ACCOUNTS

**T**he NeuroMuscular Centre (NMC) works with people who have Muscular Dystrophy or one of the associated neuromuscular conditions. In this booklet, you will find an analysis of NMC's achievements in 2016-17. First we set out some background information which sets the scene and puts the NMC and its work in context. In the pages that follow you can read about our year in summary and an explanation of how we tackled the process of Social Accounting itself.

We hope you find this useful before reading the Social Accounts themselves.



# INTRODUCTION



Here are our eleventh annual Social Accounts along with our Financial Report and Accounts for 2016-17.

Social Accounts have become a key part of how we measure the worth of our work at NMC. We have found the process invaluable over the last 11 years. We would strongly advocate the process to any organisation in the sector wrestling with the challenge of clearly demonstrating the value of the work it does. It has helped us to involve our Service Users in reviewing our performance and our effectiveness.

This set of accounts covers the full range of services we provide for people living with Muscular Dystrophy and their family and Carers. This year, we have focused on the difference we make to how Carers, younger people and Physiotherapy clients feel. We've really focussed on issues of well-being and ambitions for the future. There are three case studies to illustrate different aspects of our work and influence.



# DEVELOPMENT OF THE NEUROMUSCULAR CENTRE

**N**MC is now in its 28th year of providing our unique combination of life-enhancing opportunities and support for people affected by Muscular Dystrophy.

The NMC was “born” in 1990 out of a dearth of services and opportunities for (mainly young) adults with Muscular Dystrophy and family’s fears of “dropping off a cliff” in terms of service and support. It was a determination to “plug that gap” combined with an

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

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



# SIZE AND SCOPE OF NMC COMMUNITY

**N**MC is a community that totals over 3000 people. We have 1231 registered Physiotherapy patients who have a neuromuscular condition. Of those 300 people attended NMC during the year and we saw 271 on a regular (weekly, fortnightly or monthly) basis for Physiotherapy, Hydrotherapy and exercise.

We estimate that we tangibly and demonstrably support 600 Carers of individuals with a neuromuscular condition (this figure is almost certainly much higher) and that we have a close relationship with 300 of those Carers. It is difficult to accurately measure

the reach of our support to Carers, many of whom do not actually attend the Centre on a regular basis but are perhaps supported remotely by phone or through the NMC's provision of breaks for those with neuromuscular conditions.

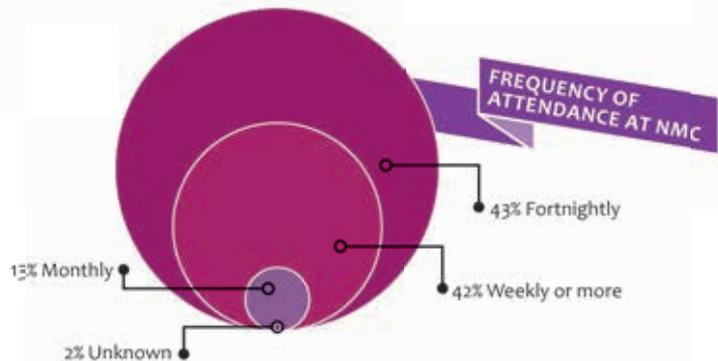


A breakdown of the 106 Service Users who completed survey forms this year is illustrative of the range of services people come to NMC for and relative numbers accessing those services and the frequency they attend.

## WHAT DO YOU ATTEND NMC FOR?



## FREQUENCY OF ATTENDANCE AT NMC



In addition, 31 people with a neuromuscular condition have tried out or undertaken Training with the NMC in the year.

The 351 volunteers that support the NMC by giving their time, energy, skill and expertise are also very much an essential element of our community.

Today, NMC's Service Users are extraordinarily diverse.



15-80 AGE RANGE

2/3  
ARE 25-50  
BETWEEN

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

Whilst NMC has a largely adult focus, over the last 6 years we have introduced Short Break and Support services for younger teenagers to help them, and their families, successfully navigate the changes often referred to as “Transition”.

27 years on from the founding of NMC, there remains a dearth of Specialist Neuromuscular Physiotherapy service within the NHS. What NMC offers, in terms of our Physiotherapy service, and what the NHS could never offer, is a lifetime provision. We are there for an individual through all the different stages of the condition. Demand for all NMC's services continues to grow every year highlighting the huge gaps in public service provision for people with Muscular Dystrophy and the growing challenges faced by such people wrestling with creating a great quality of life for themselves and those close to them.



And in the comments received from our Service Users as part of the survey process this year we see ample evidence that the positive influence of NMC is very much being felt and valued.

Here's a random sample of comments made in response to the question:

## WHAT IS THE BEST THING ABOUT NMC?

"Meeting others with similar conditions, having treatment, getting to know them and comparing how we cope. Maybe getting tips and advice from them and the staff"

"Physiotherapy enables me to carry on working"

"Being able to come down to the centre to get treatment and not feel as though I have to cope alone. Being able to continue some of the exercises at home"

"Makes me feel better after having physio. Up to date equipment"

"Given me hope to be able to feel safe more stable on my feet makes my legs feel stronger. My whole well being is more positive. I can meet people with the same condition as me so not alone with this condition"

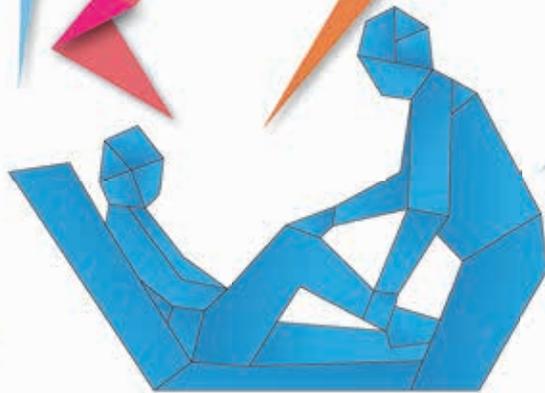
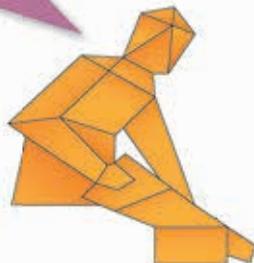
"Chats with physios whilst getting treatment brightens my day, I have positive feelings after attending NMC"

"I feel less ashamed to go out and about thanks to NMC"

"The understanding of the individual's condition and the treatment specific to each person"

"The increasing number of services and activities. I feel that everyone has a voice and is encouraged to use it which is why we have a broad range of things to do"

"It is a positive, friendly place to come to. The treatment and help I receive is outstanding"



# WHAT IS MUSCULAR DYSTROPHY?

**N**eurovascular conditions (which include the muscular dystrophies) are a group of disorders characterised by progressive muscle weakness and loss of muscle tissue.



They are relentless conditions with a progressive and ongoing deterioration of the muscles.

They are usually of genetic origin (hereditary).

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

There are more than 150 forms of neuromuscular condition. We work with the definition and range of conditions used by Muscular Dystrophy Association of Canada.

Some of those most commonly seen at NMC are;

- Spinal muscular atrophy
- Facioscapulohumeral dystrophy
- Myotonic dystrophy

- Limb Girdle Muscular Dystrophy
- Duchenne Muscular Dystrophy
- Becker Muscular Dystrophy

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

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

Physiotherapy can help people stay stronger for longer, maintain flexibility and treat pain sometimes associated with the condition.

Practical help and support can help people stay positive and maintain good all-round well-being.

More than 70,000 people in the UK have Muscular Dystrophy or another neuromuscular condition.

NB. Refer to Glossary of Terms – Appendix 1

# CHIEF EXECUTIVE'S OVERVIEW OF THE YEAR

**A**s NMC enters its 28th year as a charity working with muscular dystrophy there is a great deal to reflect on from our last 12 months. It has been a year of truly historic importance for us.

First and foremost, the NMC had a strong year providing treatment, training, work opportunities in our Social Enterprise, and support for an increasing community of people affected by muscular dystrophy. In this report you will read about the achievements and experiences of our Physiotherapy team and the hundreds of patients they support. There are now 1300 registered patients and

we're seeing 271 of those on a regular (usually weekly) basis.

This year the people who come to NMC have emphasised what they see as the prime impacts of NMC as being around themes of;

- Relationships
- Positivity
- Achievement
- Not feeling alone

We have supported record numbers of families and individuals to find solutions to avoid a crisis or improve daily life including enabling many to stay in employment or live independently. Our Training Department and our Social Enterprise, "NMC

Design+Print", have made major contributions in the year enabling many to live more fulfilling and productive lives as you will read later in the Social Accounts.

We completed a building project in the year that has transformed the Centre. We have re-configured, extended and added an annex. In total the Centre is 70% larger but it is not all about the extra space, we have taken the opportunity to modernise the whole Centre and increase energy efficiency.

From my perspective the building project dominated our year and took the majority of our managerial time and effort; either in raising the

money, dealing with the planning and architecture issues but most of all liaising on site with our builder and all the contractors.

There is a feature later in these Social Accounts all about the building project and the myriad of benefits it brings to our community.

The other major strands of activity that defined our year were the Research work being undertaken by Manchester Metropolitan University, the extraordinary rise of The NMC Titans Powerchair Football team, our "You Are Not Alone Event" for families held at Jodrell Bank and the wonderful news that was announced right at the end

of the year that we had been recognised by The Queen's Award for Voluntary Service. This is a highly prestigious award, described officially as the MBE for Voluntary Organisations. We are immensely proud of this accolade. The Award itself will be presented to NMC next year.



The year was also excellent for the development of our highly productive and hardworking clubs. Our well established Shed Club had a highly successful year, only briefly interrupted by a crane lifting the Shed across the car park to a new site clearing the way for building works. Our Craft Club became established in the year and is a thriving group now providing companionship, purpose and a good new income stream for NMC. A new Gardening Club has formed and begun to tame and cultivate the grounds. A scheme to have

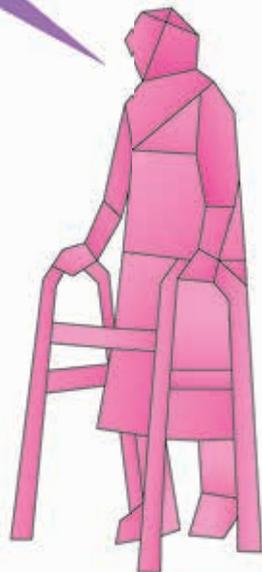
an accessible greenhouse and raised allotment beds is planned for next year.

Our work with younger people has continued to be a growing strand of our activity. We are ever more focused on the need for young people with muscular dystrophy to be inspired and encouraged to set their sights high; to be ambitious and to believe that they have futures as productive citizens in our communities. We work to provide practical advice about living independently, going to college or university, relationships and work among other things. We have a range of activities and events to help the whole family approach adult life with a positive and practical outlook as well as a sense of excitement, wonder and a belief in boundless possibilities.

**Matthew Lanham**  
Chief Executive



THE BEST THING ABOUT NMC IS THE ACCESS TO 1ST CLASS TREATMENT AND AN AMAZING PHYSIO



# THE NMC BUILDING PROJECT

**N**MC had taken a strategic decision 3 years ago that the Centre needed to be made larger and so additional new facilities were now required to meet rising and changing demand. The practical possibility of expanding NMC was the result of the increase to our leasehold land area in 2012 by our landlord, Chester West and Chester Council.

By the beginning of 2016, the Centre was bursting at the seams. The Physiotherapy treatment area was a tight squeeze and it was becoming hard to maintain safety for patients and staff. The

Centre also lacked sufficient kitchen space and we had too few toilets. We had developments in the use of exercise and gym equipment that we wished to embed but no space in which to do so. We had also long planned to try and bring NMC Design+Print to the front of the Centre and have a more professional customer entrance that did not require the customer to weave their way through the Physiotherapy area to get to the business.

In 2015, having won the GSK IMPACT Award, we began planning the building project in detail. The Award was important. It provided

a huge confidence boost to the charity and was an endorsement of our work. We were now very widely seen as a nationally important Centre doing clinically impressive and impactful work. Crucially this endorsement and kudos were to come at the perfect time to provide impetus to our capital fundraising for the building project.

The projected project cost was around £0.6m and we came in on budget. The capital funds came from;

- Henry Smith Foundation
- Garfield Weston Foundation
- Williams Family Foundation
- The Postcode Lottery
- Wolfson Foundation
- Holroyd Foundation Trust
- MBNA Foundation
- Act Foundation



In addition, there were some very substantial personal donations. We record our huge thanks to all those who invested in NMC and this transformational project.

We employed architects who were sensitive to the nature of our charity – both in terms of our resources and specific accessibility needs and a scheme that met with widespread approval was submitted for planning permission. A 3D model was displayed in the Centre at this point for everyone to study. The key design criteria had been;

- Keep the great sense of connection and flow between the various elements of NMC
- Improve lines of vision through the Centre to emphasise that connectivity
- Increase the light and airiness of the Centre
- Increase energy efficiency
- Increase car parking

The scheme was swiftly approved by Planners at the beginning of 2016 and some preparatory works began like Car Park improvements. We appointed Builders in the spring of 2016 and more detailed project planning

got underway. The selection of a Builder involved all the usual criteria, but we also needed to know that they would understand our work, our community and adjust their methods to be safe in our environment. We needed to be assured that our chosen Builder understood fully why dust could be a killer and how people needed to always be confident that their entrance and exit from the Centre would be clutter and debris free. We also needed there to be no tripping hazard or even a fear of a tripping hazard. We were able to “recruit” one of our Centre users who was

a retired Quantity Surveyor to technically oversee the project as a volunteer. Looking back on the project it would be hard to conceive of us having even half the success we did without this valuable volunteer input.

Building work ran from October 2016 through until May 2017. Despite having planned that we could shut down the Centre for up to 2 weeks to enable the builders to carry out messy and disturbing tasks, they actually became so aware of the value of what we do at the Centre and so sensitive to the challenges for those with muscular dystrophy,



that they became ever more determined not to cause unnecessary disruption. In the end, we lost zero days. We were open for all our services and operations throughout the building project. This we felt was a remarkable achievement by the builder and was a testament to the relationship we had with the builder.

The finished building provided the following improved or enlarged facilities;

- Larger Physiotherapy Treatment Area
- Outdoor veranda space for outdoor Physiotherapy treatment in good weather
- 15 more car parking spaces
- 2 additional accessible toilets

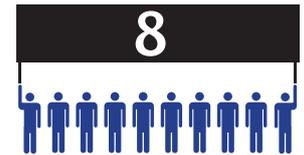
- New customer front entrance for NMC Design+Print
- New Social Enterprise Studio
- Families and Professionals Events Space created for up to 50 people
- Family lounge
- New larger Training space
- Creation of Accessible Neuromuscular Gym
- Reconfigured, enlarged and refreshed kitchen
- Solar panel installation
- Re-roofing flat roof
- Re-building some walls to energy efficient standard
- Additional private treatment room

During the course of building work, we discovered that we would need to move the gas main supply to the Centre. It wasn't where plans showed

it to be. This was a job that looked set to cost NMC around £10k but Keepmoat Developments were building a large housing estate on neighbouring land and kindly offered to do the work for us for free. Such wonderful generosity is massively appreciated and worthy of mention here. About halfway through the building project one of our Trustees was asked to undertake a survey and review of how our community felt about the ongoing works. She met 26 randomly and informally selected people who use/work at the Centre and sought views about the impact and the quality of project communication.

The 26 people were asked (using a 1 to 10 scale) to indicate how happy they were with communication about the project and ongoing building works;

**2126**  
OUT OF 26  
SCORED 8 OR HIGHER



Of the 2 people who said 6, when asked why they had scored 6,



one said that 6 is a good score and could not think of anything that could be done better. The other individual said that they found out what was happening more from chatting to colleagues.

The Chief Executive's regular Building Update Emails were singled out as being very good and so too was the builder himself.

She also asked about levels of disruption caused by the building works;



10 people mentioned noise had, on occasion, disrupted work or a conversation (3 of the 10 went on to mention that when they had asked the builder to stop, he had)



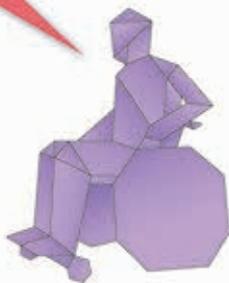
9 people highlighted the car park as being a bit congested during the building project

She recorded the comments that were made by those surveyed. Here are a sample;

*"The builders and Matthew (CEO) have been excellent at keeping us informed of any expected disruptions, daily sometimes"*

*"The project has been less disruptive than anyone could have imagined at the outset"*

*"The impact has been minimal and generally nothing to moan about"*



*The impact the NMC had on our builders especially Phil and Paul. The generosity to the shed club.*

*is a special man who has incredible skills working around the place that is the NMC.*

*I think something that should be stressed not only at the staff day but also at any future SMT Trustees meeting is how well the contractor has coped with the build, incredible patience, teamwork, own view a wonderful "can-do" attitude and always friendly.*

*Just look at physio now and remember how it was last year!*

# OUR BUILDER'S THOUGHTS

Because we had such a positive experience with our builder, we asked him to give us his reflections on working in NMC. It is a unique opportunity to get this perspective and his thoughts reinforce how the atmosphere and ethos of NMC is both special and infectious;

**I** just wanted to say what a pleasure it has been working at the NMC, both recently building the Training Annex, Offices, Gym and all the alterations that we have done over the last fifteen years. Seeing the transformation of the centre and the improvement it has made to users and staff of the NMC has been a real privilege. I have always found it satisfying to see a building project that I have been involved in from start to finish and to be able to say that, "I built that", but to see the benefit first hand and the impact it has had on

everyone makes me proud to have been a part of this project.

One of the things we witnessed whilst working at the NMC was the value of the fantastic work that is done by everyone there. Without the intervention of physiotherapy and other specialist services, the lives of the Centre's users and their families would not be of the same quality and they wouldn't be able to retain the independence that the services at the centre enhance. The energy and enthusiasm that goes into the tireless fundraising is something to be admired and the stamina of the fundraising team is unrivalled. Our main aim from the start

of the project was to ensure that we could safely complete the works without the need for the NMC to close any of the vital parts of their operation. This was briefed to all workers and sub-contractors who soon realised the importance of this and strived to carry out the work around the NMC's operations resulting in the centre staying operational throughout the project. The project had to be phased so that the fundraising, Print Design and physiotherapy departments all remained fully functioning. If there were dusty or dangerous operations to be done, then this had to be carried out early in the morning so that we had time to clear up prior to the opening of the centre.

Everyone that has worked on this project has learnt more about the challenges of living with a disability. This was demonstrated to us every day when clients arrived and had to, with varying degrees of assistance, get out of a vehicle into the building, something able-bodied people wouldn't think twice about. Every day members of my team got to see the friendly and cheerful users of the centre which in turn inspired them, especially Phil and Paul, to achieve a less grumpy demeanour! It was great to see the effect this had on them and they would want to go the extra mile to ensure that everything was just right.

**Jim Hadfield of AJ Field Developments Ltd.**



# NeuroMuscular Centre

# HOW DO WE COMPILE OUR SOCIAL ACCOUNTS

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

For this approach to be successful, we base the questionnaires on the underlying principles of the NMC. Whilst everyone who comes to NMC is very much a part of our community, we distinguish, for these accounts, between patients or "Service Users" (those people accessing Physiotherapy), and Carers (those people who are informal Carers of someone with Muscular Dystrophy). You may wish to refer to Appendix 2 – our Stakeholder Analysis Map for more detail.

This year's Accounts relate to the period April 2016 to March 2017. In this year,

in line with our Social Accounting cycle, we have chosen to consult our Service Users and Carers around our four client facing Objectives.

We consult on our Values every 3 years. There was comprehensive analysis in our Social Accounts 2014-15 and prior to that in 2011-12. The results of surveys about our values in previous years have been consistently positive and unwaveringly so.

In the following pages, you will see how we use the information gathered from the questionnaires to measure our progress against our four Objectives.

We also break down the Objectives into much more detail to better inform our response to the various surveys.

We were determined to try to enable the highest possible response rate. We used a paper survey which was issued by hand in the Centre to patients and Carers when they attended for Physiotherapy. Both were encouraged to complete it whilst at the Centre. We decided to stick with largely paper only surveys but produced an emailable version in Word for those whose Muscular Dystrophy condition required an online completion method. Our

response rates have again risen substantially, so we conclude this was a positive step.

We reference some small impact surveys and feedback gathering exercises completed throughout the year;

- Building Project satisfaction/ communication
- Animation Course satisfaction

There were two major surveys carried out at the end of the year which have informed these Social Accounts. These surveys were;

- Survey of Service Users with Muscular Dystrophy
- Survey of Family and Friends of those with Muscular Dystrophy

The paper survey was handed to the first 150 Service Users with Muscular Dystrophy who came into the Centre following activation of the survey process. The same process was used with Carers – they were handed out in person with explanation and encouragement to complete and return.

Completed forms were posted into a special box in the centre ensuring privacy and anonymity. Gentle encouragement was offered.

We are extremely pleased with the relatively high response rates and that the response rates are up overall as last year.

Our methodology for Case Study selection was to try to have a range of perspectives. We were keen to illustrate a range of ages, men and women, Carers and Service User experiences. Individuals were approached sensitively and carefully to ask if they might feel comfortable to share their story. We explained fully that the Case Study would appear in the Social Accounting booklet attributed to them by name. We only approached these three people and they all happily agreed to participate.

We have also used other sources of data and information from which evidence in this report was drawn including (but not exclusively) notes of team meeting discussions, evaluation reports, academic literature and academic research reports.

### Here is a table to explain the level of stakeholders surveyed and the relative response rates

Stakeholders	Survey	Number	Responses
Regular Service Users with MD	Impact Survey	270	<p>150 issued, 106 completed, 71% response rate, 6% DOWN from last year</p>
Services Users - Carers	Impact Survey	500 est.	<p>100 issued, 55 completed, 39% response rate, 16% UP from last year</p>
<b>Total</b>			<p>250 issued, 161 completed, 64% response rate, 3% UP from last year</p>

# NMC MISSION STRATEGIC PRIORITIES, OBJECTIVES AND VALUES

## MISSION

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

## OBJECTIVES

- To enable adults with Muscular Dystrophy to maintain or improve their physical, mental and emotional well-being.
- To provide a range of services, opportunities and support to improve the quality of lives for individuals affected both directly and indirectly by Muscular Dystrophy
- To provide adults with Muscular Dystrophy with opportunities to lead fulfilling and economically productive lives
- To enable people with Muscular Dystrophy to expand and fulfill their potential

## VALUES

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



A photograph of a rehabilitation center. In the foreground, a man in a tan jacket sits on a red motorized wheelchair. In the middle ground, a man in a striped shirt sits in a wheelchair while a therapist in a white shirt and dark pants stands behind him, adjusting a piece of equipment. Other people and equipment are visible in the background. An orange speech bubble graphic is overlaid on the top right of the photo.

## Objective

### Physical, Mental and Emotional Well-Being

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

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

# INTRODUCTION AND OVERVIEW

**N**MC is the only place in the country where a person with a neuromuscular condition can receive regular ongoing specialist physiotherapy. This service is not provided by the NHS. The team works with the national clinical centres, national physiotherapy networks and research centres to establish and provide best practice and care to our patients. This regular, ongoing physio enables people to stay in work longer, live with less pain, exercise safely and, as a consequence, this year's survey results show hospital admissions are reduced by 37% and GP visits are reduced by 63%.

NMC physio service is unique because our physios have received extensive training in specialist techniques specifically appropriate for patients with muscular dystrophy. In our annual survey patients said:

“The range of expertise, support and advice on offer is outstanding”  
 “An open plan treatment area- a friendly and welcoming environment”  
 “Access to 1st class treatment and amazing physios”

82% of patients said it slows deterioration and 12% said it prevents deterioration of their condition

WHAT IMPACT DOES NMC PHYSIO HAVE FOR YOU?



99% Positive Impact  
 1% No Impact

2016-2017 has been one of the most exciting years in the history of physiotherapy at NMC as we have achieved our long term aim to provide a unique state of the art physio department and a gym tailored made to meet the needs of adults from 16 years old with all types of muscular dystrophies and associated neuromuscular conditions who have a wide range of physical abilities.

The gym has an inviting, friendly and totally inclusive atmosphere which provides “a sense of belonging”. 23% of those attending physio said, “the friendship and banter” was one of the most important reasons for attending. See chart on page 25.



WHAT IMPACT DOES NMC HAVE ON CHANGES TO YOUR LEVELS OF INDEPENDENCE, HEALTH AND WELL-BEING?



We now have 1,263 patients registered with NMC physio and 271 of those are regular attendees. This year we have had 110 new referrals from all over the country. During recent years the nature of these referrals has changed from primarily those with moderate to complex physical needs to those who are younger and referred earlier following diagnosis. This enables us to provide a more proactive type of treatment such as active and resisted exercise, hydrotherapy and addressing acute/chronic pain issues all of which can result in slowing down the progress of the disease. In 97% of those treated for an acute episode stated that the main cause was pain, we have responded to that by extending our range of soft tissue treatments and we also trained another therapist in acupuncture and delivered 170 individual treatments this year.

- 48 service users said that early intervention at NMC avoided them accessing NHS services
- 105 users said physio had a positive effect on their condition
- 90 said it made them more confident in managing their condition.

In February 2017 the team carried out a separate survey of 89 users. This was a clinical Patient Reported Outcome survey;

- 100% of patients said their physio listens to what they say, treats them with dignity and respect and conducts their treatment in a safe and secure manner
- 100% of respondents say physiotherapy meets their goals and they are involved in setting their treatment plan
- 100% are satisfied with their physiotherapy

This year we treated 33 patients who have chronic lymphoedema using Manual Lymphatic Drainage (MLD) with excellent results. All of those treated experienced a significant decrease in the amount of swelling and discomfort.

It is apparent from our survey that a referral to physio at NMC is a gateway to friendship (55%), gaining a new hobby (24%) and improving care and support arrangements (45%). Their friends and families who accompany them also gain from advice provided to themselves as Carers and relatives. They also value the opportunity of a break and a rest.

- 35% of friends and family report an improvement in their own health.

NMC Physiotherapists use a highly praised “Social

Model” of collaborative goal setting and treatment planning combining client aim with therapist expertise to improve outcomes and establish an effective working partnership. The level of physiotherapy activity is rising considerably year on year.

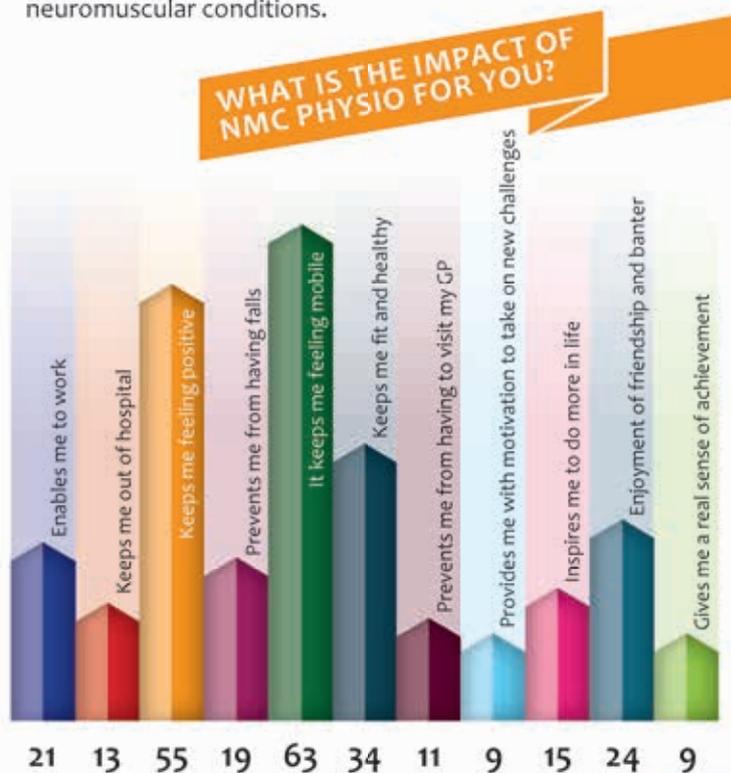
The dilemma we wrestle with in measuring the impact in this section goes to the very crux of what Muscular Dystrophy is. These conditions are all characterised by

relentless progressive muscle weakening. Therefore, it is a fact that, over time, muscle strength and tone will reduce. Regular physiotherapy and specialist exercise will reduce that rate of deterioration. In essence we are working to try and measure the impact in terms of “how much have we reduced deterioration by?” rather than being able to measure recovery or improvement as a mainstream physiotherapist would.

In these Social Accounts (and our previous accounts) we have sought to measure impact of NMC Physiotherapy (and other treatments) for those living with neuromuscular conditions.

In the chart below we asked people to “tick all that apply” to provide us with a picture of specific impacts individuals had attributed to NMC during the year;

	2013-14	2014-15	2015-16	2016-17
New Referrals	87	101	83	110
First Assessments	-	78	86	162
Re Assessments	-	56	132	132
Hydrotherapy Sessions	688	657	845	725
Total Treatments	18,289	20,363	23,361	21,834



# OVERVIEW OF THE YEAR

**T**he last 6 months of this year have presented the physio team with some challenges as builders and tradesmen have extended the centre around us. We were pleased that no working days were lost during the work but there has been a reduction in the number of treatments carried out. The number of first assessments decreased as we had to use our private assessment room for treatments that require more privacy. Our hydrotherapy numbers are down as the pool at Hebden Green School was closed for all of September and on occasions during the school holidays for essential repair.

Over the years we have established close links with 3 large universities and now have 4 clinical educators who:

- have supervised 5 physiotherapy student placements this year. 3 of these were from Keele University, 1 from Liverpool and 1 from Birmingham. NMC physios and patients benefit from these placements as we keep up to date with good practice and new physios have a good awareness of MD. The respiratory aspect of MD is now taught to students at Keele.
- 2 of our educators were nominated and awarded Practice Educator

awards from Keele as a recognition of the excellent supervision we provide.

- All of our team work closely with the research department at Manchester Metropolitan University to lead the way in research into the outcome of treatment in neuromuscular conditions. Their researchers are now an integral part of the physio team and are providing us with strong scientific evidence which will inform the way we develop physiotherapy in the future.



# EARLY INTERVENTION AND PREVENTION

We take this title from a local council contract that we have. That contract is aimed to prevent people finding themselves in a full-blown crisis by us keeping in touch regularly. Detecting signs of difficulty early and using all the power, knowledge, experience and influence that is contained in NMC's community to prevent that potential crisis developing.

A significant proportion of our population feel that crisis was close in the year and that NMC helped to prevent it. 1:5 of those surveyed felt that there was potential crisis in the year and that NMC prevented

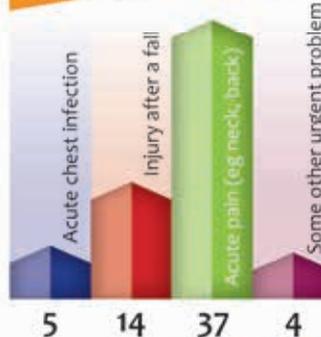
that from becoming actual crisis. We felt this was a substantial number of effective early interventions.

HAS NMC PREVENTED YOU FROM HAVING A CRISIS DURING THE YEAR?

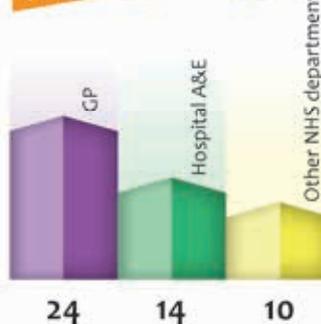


NMC also supports and treats patients where there has been an acute need;

RECEIVED NMC PHYSIO FOR ACUTE CONDITIONS:



RECEIVING NMC PHYSIO FOR AN ACUTE CONDITION AVOIDED A VISIT TO:



## ACTIONS FOR 2017-2018

FROM BOTH OUR SURVEYS

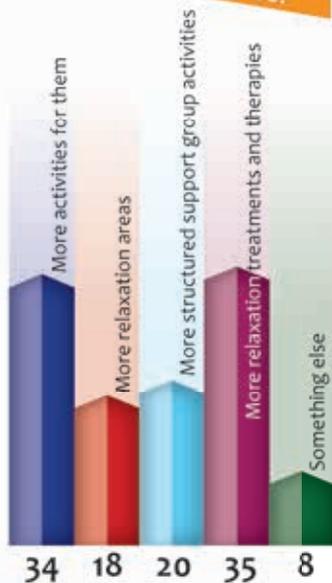
- 1 Recruit 2 new graduates (September 2017)
- 2 Increase MLD therapist by 1 day a fortnight
- 3 Set up on-line booking access to the gym
- 4 Establish system for formally reviewing hydrotherapy patients annually

## OTHER ACTIONS

- Train a physio in cardiorespiratory rehab (November 2017)
- Carry out MLD and Acupuncture surveys

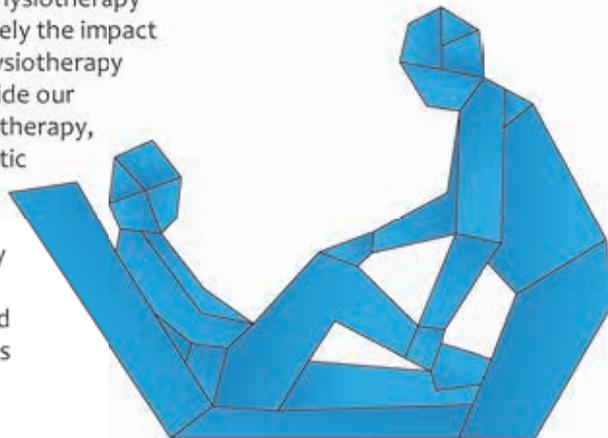
It is informative to reflect on what people would “improve” about NMC. In the main we can interpret this feedback as clear desire for those close to our Service Users to have more access to relaxation therapies and activities in particular;

**WHAT WOULD IMPROVE NMC FOR THOSE CLOSE TO YOU?**



The work of NMC in maintaining and improving physical (and emotional) well-being is renowned among those who are affected by Muscular Dystrophy, as well as among leading clinicians working the area of neuromuscular conditions.

At NMC people with one of the 150 neuromuscular conditions can have regular specialist ongoing physiotherapy throughout their lives. This is a range and a continuity of treatment that is not available through NHS Physiotherapy teams. It is largely the impact of the NMC Physiotherapy service (alongside our exercise, hydrotherapy, manual lymphatic drainage therapy and complementary therapies) that is measured and described in this section.



**300** PATIENTS TREATED

**7,404** HOURS OF TREATMENT

**66** CCGs INVOLVED WITH

**53** FUNDING CCGs

**21,834** TREATMENTS

**108** TYPES OF TREATMENTS



- 70% Active
- 10% Advice
- 15% Pain Management
- 4% Assessment
- 1% Mobility/Flexibility

# EUROPE'S ONLY NEUROMUSCULAR GYM

**P**rior to the NMC gym being opened we struggled to offer effective gym equipment access in a very cramped 6' x 4' space with only a few regular participants. This was mainly due to the lack of facilities and that was mainly due to the lack of space. Now we have both space and facilities to challenge everyone from those with minimal movement to those who are much more capable.

From the initial opening of the gym early in 2017, we have had a gradual increase in uptake and interest. Everyone that uses the facilities has reported very positively. Patients report

that the gym space is a friendly open facility that provides encouragement and motivation as well as a feeling of achievement.

Exercise has many benefits such as: improves cardiovascular fitness, improved bone health, reduces risk of high blood pressure, weight management, improved mental health and well-being and increases in strength.

Our plans for the coming year are to introduce an online booking system to allow clients to self-book when cover is available. This is to provide self-management and

accountability for managing and improving health – in other words to make it more like a mainstream gym when you go when it suits you. So far we have trialled this on a small number of clients who have found it to be extremely beneficial.

Manchester Metropolitan University are starting several research programmes:

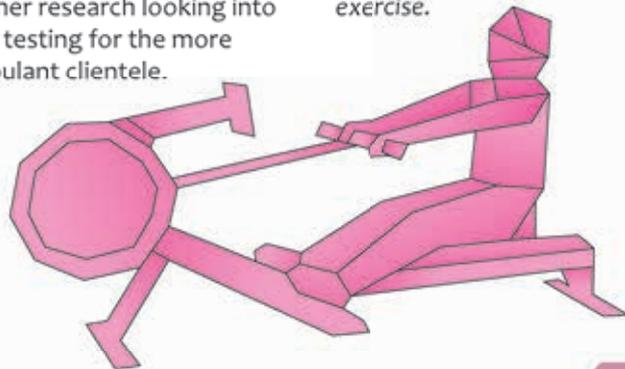
- 1) Does resistance exercise improve gait?
- 2) VO<sub>2</sub>\* testing on arm pedals,

There are also plans for further research looking into VO<sub>2</sub> testing for the more ambulant clientele.

We plan to introduce a fully integrated booking system for everyone.

In order to fully utilise and remove any barriers to health, fitness and participation to activities that may otherwise limit some clientele, we will need to fully staff the gym and we plan to do that in the coming year.

*\*VO<sub>2</sub> max is the measurement of the maximum amount of oxygen that an individual can utilize during intense, or maximal exercise.*



# CASE STUDY: SARAH LALIEU

**I**t was about 13 years ago following the birth of my daughter that I first noticed a restriction in the movement of my arms, not being able to raise them above shoulder height, then walking became more tiring, and I lost the ability to run – a useful skill when caring for a fast-moving toddler! My GP referred me to Warrington hospital for a series of weekly physiotherapy sessions. The therapists were baffled/mildly irritated that I didn't seem to be showing any improvement after a month. They eventually sent me to see a specialist who made a diagnosis confirmed by a genetic test. In 2004, aged 33 years I was informed that I had Facioscapulohumeral

Muscular Dystrophy and that the good news for me was that 'it wasn't one of the most severe forms'. I think that was supposed to make me feel better!

Looking back, I can now identify earlier signs and although we do have a history of muscular dystrophy within our family I hadn't really thought that I might be affected. I'd always been a very active person, a keen swimmer attaining a national qualifying time in the

100m freestyle as a teenager and playing badminton regularly into my late 20s. The diagnosis therefore came as a bit of a shock and a protracted period of denial ensued. I didn't want to

think about what the future might hold, I didn't do any research into what might help me, I didn't even want anyone to know in case they felt sorry for me!

I was referred to the NMC by my consultant at Walton hospital and initially attended physiotherapy once every 3 months. I remember my

first nervous visit to the NMC, I had expected a clinical, impersonal, medical experience - but as anyone who has ever visited will tell you, it isn't like that at all. It's hard to pinpoint that one thing that makes the NMC so special whether it is the welcoming and friendly atmosphere, the physical and emotional support provided by the amazing staff, the positive attitude of the service users, or the endless supply of tea and biscuits, they obviously help, too. I immediately felt at home and enjoyed the physio sessions and the pleasure/pain that comes from having your muscles stretched! It's not only the physio's magic hands though, the emotional support is not to be underestimated and the





opportunity to talk to someone who 'just gets it' without requiring a long drawn out explanation is invaluable.

Over time I have come to terms with my diagnosis. The support of the NMC, my family, friends and work colleagues has been key to this. For the last 19 years I have worked for the Canal & River Trust (previously British Waterways) as an Enterprise Manager predominately

concerned with establishing partnerships, developing projects and securing funding. It is a job I love and I'm very fortunate to be able to work part-time, 3.5 days per week sharing the role with my long-time colleague and best friend Nicola. I'm based in Northwich which is very handy for visiting the NMC and I personally

don't feel that having muscular dystrophy has had any negative impact on my ability to do my job. In fact, it has been positive to a degree having given me a better understanding of some of the challenges that people with physical disabilities encounter when out and about.

Being able to work on projects to make the canal network more accessible to a wide range of people is very rewarding and something I hope to carry on doing for a few more years yet. The Trust have been great in supporting me with adaptations to the office to make my life easier. After working there for such a long time, I have a great network of supportive colleagues. I can also work from home and have had a hoist fitted in my car to enable me to get my mobility scooter in and out independently for site visits and attending meetings away from the office.

I am a very sociable person and do not intend to change that. In my spare time I love to watch live music and often travel to venues around the North West, this does take a bit of planning though, as not all venues are that accessible. I do miss the impulsive decisions for a night out. These days I find I need to 'plan to be spontaneous',





but hey ho, I've had some great nights out and so far, I've only run over one foot with my scooter. This year I've embraced the culture of my adopted home town of Warrington and have been to see several Warrington Wolves (rugby league for the uninitiated) home games with my daughter – in fact we've yet to see them lose so I'm thinking they might pay us to watch next season!

In January 2017 I first heard about the study being undertaken by Manchester Metropolitan University into the effect of exercise on people with MD. I jumped at the chance to participate, partially out of a curiosity to see the results, after all what did I have to lose? The study started with a visit to the MMU lab in Crewe for a day of measuring and strength testing various muscles. I was also filmed walking for an assessment of my gait. It

was a fascinating experience. For the following 12 weeks I carried on my usual regime of hydrotherapy once a fortnight and physiotherapy once a month and then returned for retesting to establish a baseline for the study. Then under the careful guidance of the wonderful Emma and Dawn I spent a further 12 weeks visiting the NMC for twice-weekly gym sessions which targeted my specific areas of weakness. When the 12 weeks was up I went back to Crewe for retesting. For me personally I have felt a great benefit from taking part in the study, not only physically as I was delighted to hear that I had improved my scores on all the strength tests. But perhaps as important has been the improvement in my confidence in moving around and the general feeling of well-being you get from regular exercise. I plan

to continue with the gym work and have booked in my twice weekly sessions up until Christmas.

It is great to see the changes that have been made at the NMC over the last 12 months. The building and facilities are now on a par with the wonderful people you'll find inside. For me the new gym has been a revelation. Having been a gym member in the past and I know that for even the most self-confident people visits to the gym can induce a certain level of anxiety – and that's just the walk from the entrance past the body beautiful to the treadmill. If you combine that with a real possibility for being stuck on the rowing machine at 4inches from the ground or weigh up the odds of your knee giving way part way through your session on the cross trainer then that anxiety is

multiplied. No one wants to be the one to fall off the cross-country skier or rescued from the bench press! I now feel confident in the gym knowing that I won't injure or embarrass myself. I follow an exercise plan prepared by the MMU team and help is on hand to safely access the equipment. When you can't move very fast it's hard to get your heart rate up and as a brisk walk is out of the question the gym is an excellent alternative way to release those happy endorphins!



I'm a more regular attender at the NMC these days. In fact, a few people have asked if I've moved in as I've

spent so much time there over the last few months! I am not under any illusion that attending regularly at the NMC will cure me or reverse the progress of my condition. But, I feel optimistic about the future and happy that I'm doing what I can to look after my body. If you haven't visited, then you should. It is amazing. If only we could bottle the essence of the NMC and spread it around, the world would be a better place!



# NMC CLINICAL RESEARCH NEWS

We have been delighted to have been working with Manchester Metropolitan University (MMU) on a piece of research into the effects of physiotherapy and exercise.

The piece below has been written by Dr Chris Morse of MMU;

## RESEARCH REPORT

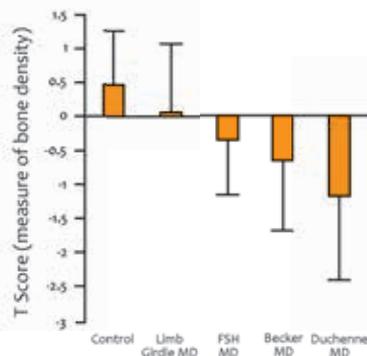
The collaboration between MMU and the NMC has resulted in direct research output, education opportunities, grant funding opportunities and wider impactful activities such as power wheelchair soccer and involvement in public engagement.

Over the course of the last 12 months we have published two articles through collaboration with the NMC. This has included having a number of the NMC physiotherapists named as authors on the research.

The first article “Bone health measured using quantitative ultrasonography in adult males with muscular dystrophy” was published in the Journal of Musculoskeletal & Neuronal Interactions and represents the single biggest investigation into bone health in adults with muscular dystrophy (MD). This research identified how physical activity levels and degree of impairment were key parameters in determining the bone health of the lower leg and arm bones.

Data from the 2016 article showing how bone health is lower in those conditions where ambulation may be more impaired. We also reported how physical activity levels were found to be important to bone health in those conditions that were ambulatory.

The second article from the last 12 months “Resting Energy Expenditure in Adults with Becker’s Muscular Dystrophy” was published in PLOSone and aimed at identifying whether any estimate of daily calorific intake could be made using basic anthropometric measures. Although we showed no difference in daily resting calorific requirements, we were able to provide guidelines on calorific intake for adults with Becker’s muscle dystrophy.



The collaboration with the NMC is unique within the UK, and provides us with access to best practice treatment for adults with MD. Now embedded at the centre, MMU has invested in two full time PhD students who are undertaking longitudinal observations of physiotherapy and exercise interventions. Both of these projects aim to understand how physiotherapy and physical activity (provided at the NMC) may benefit adults with MD. In addition to funding PhD researchers, we have funded a post-doctoral researcher to co-ordinate the training study.

The articles from the last 12 months can be viewed here:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5259575/>

<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0169848>

Dr Christopher Morse,  
Reader in Exercise  
Physiology, Dept. of  
Exercise and Sports Science,  
MMU Cheshire.

We asked people what  
impact the research activity  
had on them personally;





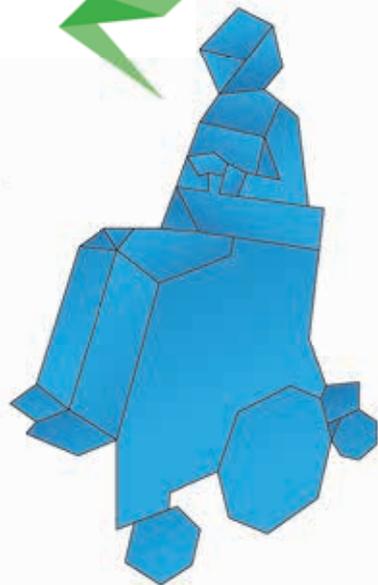
## Objective

### Quality of Life

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

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

I FREQUENTLY VISIT THE MUSCULAR DYSTROPHY HOSPITAL TO HAVE TESTS ON MY HEART AND MONITOR MY BREATHING. THE RESULTS HAVE BEEN MUCH BETTER SINCE MY TREATMENT AT THE CENTRE



# SERVICE USER AND CARER

# SUPPORT

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

The NMC's Support Manager is a critically important conduit and connector. Her role is to

enable mutual support/ advice, enable professional technical advice, advocate and broker solutions with agencies and other professionals and be an accessible listening ear.

In addition NMC provides activities, support and opportunities to build friendships for our Service Users and Carers; indeed for the whole family.

Our Support Manager spends a considerable amount of her time liaising with Local Authority and NHS CCG professionals identifying and resolving unmet needs. She also liaises with other Voluntary Sector organisations enabling a range of solutions particularly for Carers and providing them with

information to support them.

NMC is always looking to improve our services and respond to the feedback people give us. Our Support Manager is committed to developing further the range of opportunities and activities. This year's Service User survey gives us some renewed focus as she plans for the year ahead;



The graph below gives a good insight into the different services available at NMC and the degree to which they have proved useful for people;

### HOW USEFUL ARE NMC SERVICES?



## SUPPORT AT THE NMC - AN OVERVIEW OF THEMES AND WORK

This year at the NMC, we have been very aware of how national changes to Health and Social Care funding are causing great anxiety and how this is frequently having a negative impact on the lives of many people with neuromuscular conditions.

In contrast to this trend of anxiety around statutory services, figures in the Social Accounts show that 88% of people described the NMC having a positive impact on their physical, mental and emotional well-being.

The themes of positivity, improved relationships and not being alone, shine

through the words used in the 2017 Social Accounts by people with MD their family, Carers and friends to describe the impact this unique place has on their relationships and lives.

The NMC has a common bond of purpose, there is a connection between people that is exciting and inspirational – 'people just get it' no need for lengthy explanations, no need to spend time explaining. Strength gained from knowing that you are supported by others is having a significant impact on people's quality of life.

21 people expressed the opinion that the NMC has helped me to achieve a positive attitude/outlook which is endorsed by the comment 'I always leave NMC feeling inspired and optimistic'

Because of that inspiration and positivity people have felt inspired and enabled to get outside and enjoy the outside;

'The NMC is a place which reminds me I am not alone. It reduces the feeling of having to cope alone.'

'There is a genuine feeling of community at the NMC'

'Being part of a community gives a unique take on life'

'Friendly, welcoming, inspirational'

'There is nowhere quite like the NMC'

'Helped my son to face and accept his condition – he has been positive ever since'

NMC HAS HELPED TO RESOLVE PROBLEMS / CHALLENGES

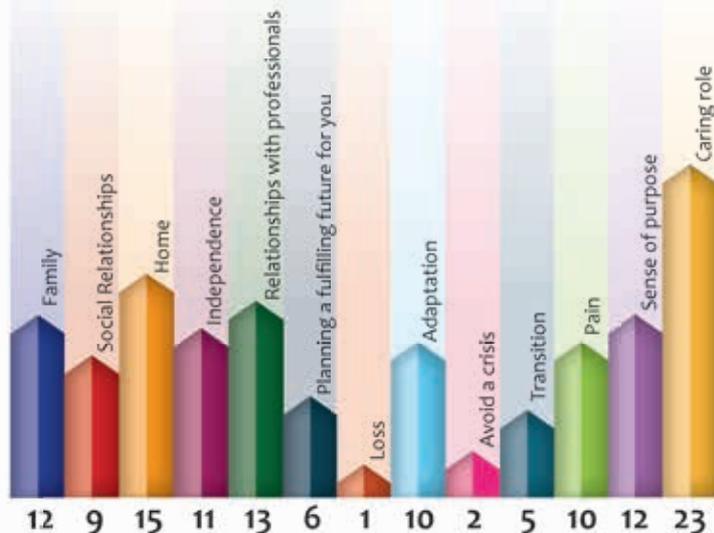
HOW MUCH DOES NMC CONTRIBUTE TO YOU FEELING ABLE TO EXERCISE, ENJOY PARKS AND PUBLIC SPACES OR OTHER RECREATIONAL ACTIVITIES?



78% Positive Impact

22% No Impact

0% Negative Impact





## ACTIONS FROM SOCIAL ACCOUNTS FOR 2017-2018

**1** Support from within the NMC community has been shown by the 2017 Social Accounts to have a very positive impact on people's quality of life, well-being, relationships and positivity.

**2** In response to ways to improve NMC in the future people would like more activities, more structured support group activities and more relaxation therapies and treatment.

Confidence to make and maintain rewarding and effective relationships adds greatly to daily life and 28 people list meeting people and friendships at the NMC as something important which they have achieved. In addition to improved relationships with family and friends, people described improved relationships with professional which again has a positive impact on achievement in life.

Support within the NMC has been particularly appreciated this year by over 60 people who have been faced with Personal Independence Payment and Continuing Health Care forms to complete. Shared knowledge and experiences within the community have helped to achieve successful outcomes as these comments show

'Help with the paperwork has taken a lot of stress away and helped a lot',

'The reports they wrote meant CHC funding was approved'

Well-being is a key feature of being at the NMC and is offered in various ways. Sometimes that sense of well-being comes from the opportunity to 'do nothing', 'allows me to rest' and 14 people highlighted that the opportunity of getting a break supports their well-being.

This year the NMC have offered regular Mindfulness sessions led by Jonathan Brough. Jonathan who has Muscular dystrophy initially used Mindfulness as a skill to support his own well-being before undergoing training to deliver the course for others.

Learning the new skills of Mindfulness has been helpful for all who attended the course and has also enabled supportive friendships to develop. There is a strong recognition that relationships and friendship are a key feature of feeling supported and fulfilled in life. 34 people describe having more confidence to achieve good relationships and friendships because of the impact of being involved with the NMC

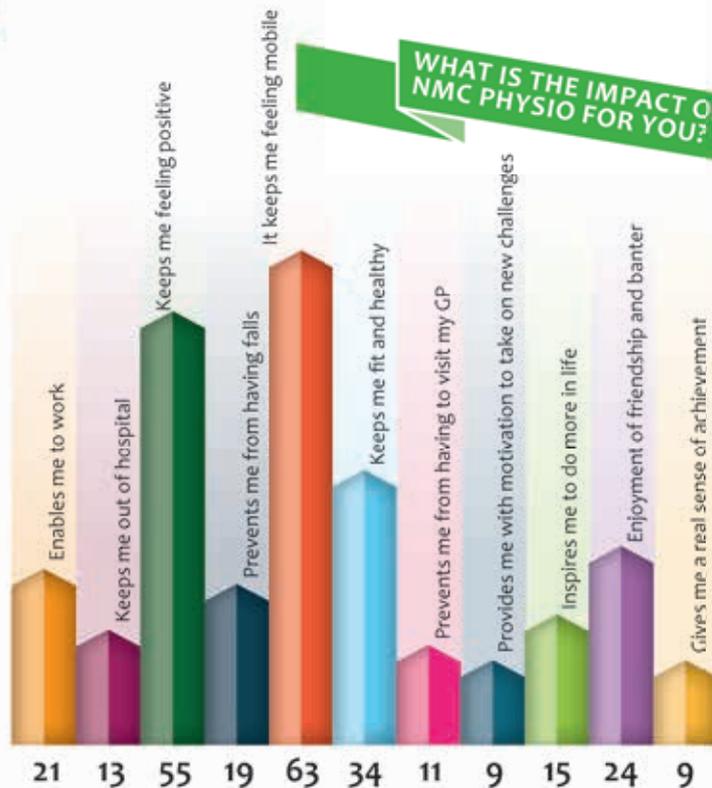
Complementary therapy sessions have been another source of enabling feelings of well-being with one person commenting

'I really look forward to having my complementary therapy which helps me through the month'

# POSITIVITY

Having a positive outlook when living with the impact and prospect of a deteriorating progressive long term condition is hard. For so many reasons it is great to be able to maintain a realistic positive outlook on life, and particularly if you are living with MD. Positivity enables people to be resilient in the face of challenge. It enables people to plan for a fulfilling future. It is indicative, and contributes to, better mental health. And it very much provides the basis for strong and close friendships and other relationships.

Physiotherapy at NMC is a crucial enabler of positivity. It was the second highest impact felt by those with MD (respondents were asked to tick all that apply);



This survey question also highlights other elements of positivity and positive outlook that is engendered by attending NMC for

physiotherapy. It shows that coming for Physiotherapy leads to increased motivation and inspiration.



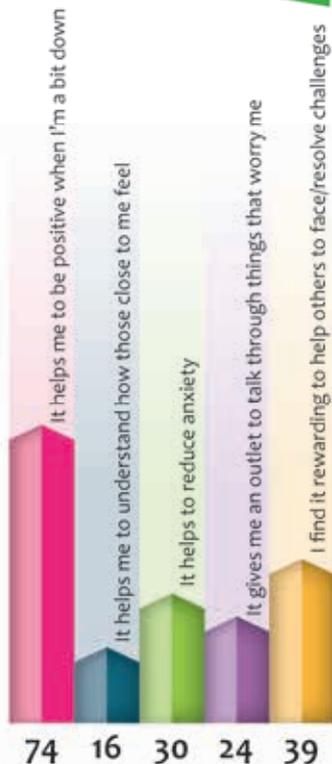
The following pie chart simply highlights impact felt by individuals on their own self-confidence and feeling of empowerment. The response is overwhelmingly positive although the single negative impact is noted.

**WHAT DIFFERENCE (IF ANY) DOES NMC MAKE TO YOUR OWN SELF-CONFIDENCE AND FEELING OF EMPOWERMENT?**



-  **91%** Positive Impact
-  **8%** No Impact
-  **1%** Negative Impact

**WHAT IMPACT DOES NMC HAVE ON YOUR EMOTIONAL AND MENTAL WELL-BEING?**

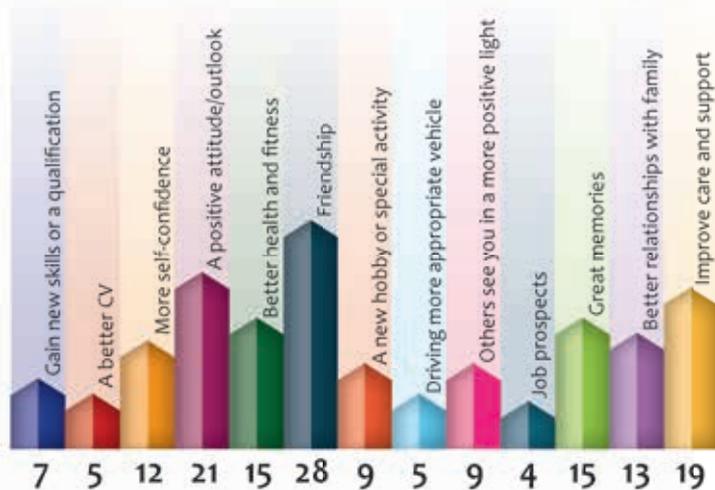


The graph above shows how 70% of respondents (74 people) in the survey of those with MD highlight the positive impact of NMC when they are feeling a bit down.

The final graph in this section on highlighting the NMC impact on Positivity shows how overall NMC is felt to impact on having a positive outlook and on how positively others view the person with MD.

This year's survey results have highlighted in so many aspects and ways the enormous impact NMC has on keeping people positive. That this is a good thing is not in question. The effects of having a more positive outlook are powerfully enabling and motivating.

**NMC HAS HELPED TO ACHIEVE**



# RELATIONSHIPS

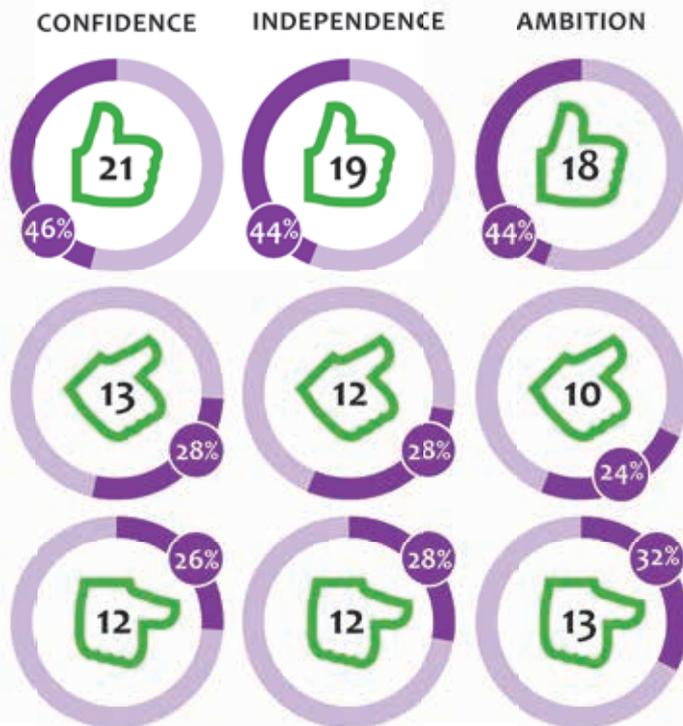
One of the major themes emerging from this year's Social Accounts Survey analysis is the positive impact that NMC is having on relationships.

The results highlight that in so many ways, and for so many people the impact of NMC makes a huge difference.

The graph below highlights the extent of the impact for Family and Friends of people with MD coming to NMC. The scale of impact and degree to which it is felt to impact on confidence, independence and ambition is notable.

-  = Much Better
-  = Better
-  = No Change

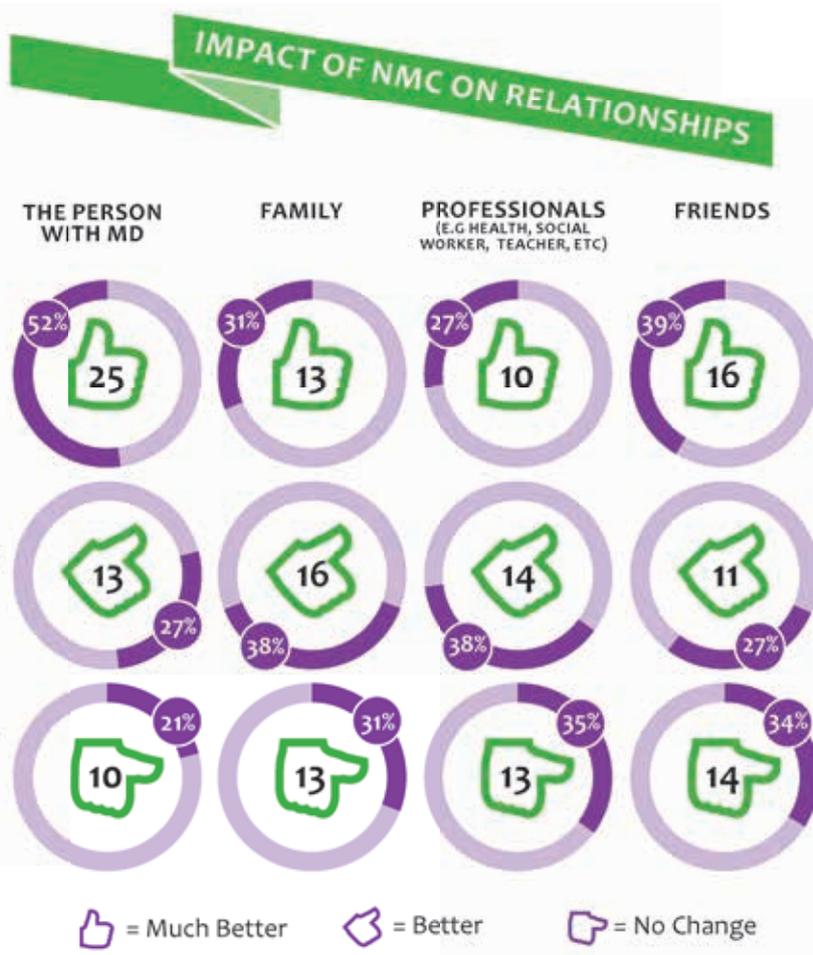
## IMPACT OF NMC ON RELATIONSHIPS



The next graph highlights the different impacts on relationships for Family and Friends with different groups. The most striking positive impact is on the relationship with the individual who has MD. The additional implications and benefits of this positive impact will no doubt be appreciated and positive for others.

We do pride ourselves on brokering positive relationships with Professionals. Our approach is never adversarial. It can sometimes need to be assertive but we work hard to keep relationships calm and professional and help members of our community manage expectations realistically.

It is reassuring that there are no negative impacts of NMC on any of the relationship groups.

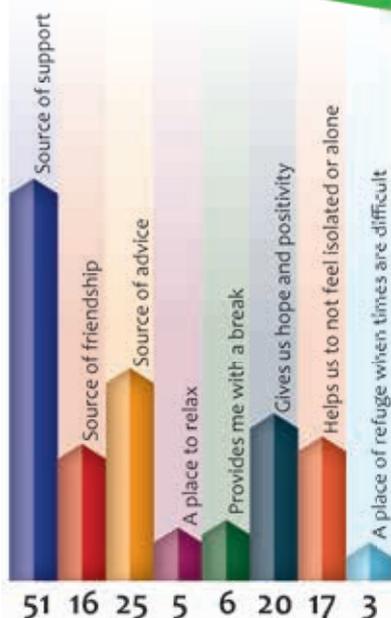


The pie chart below is self-explanatory. It is drawn from the main survey of 106 people who have MD and feels appropriate to include in this section.

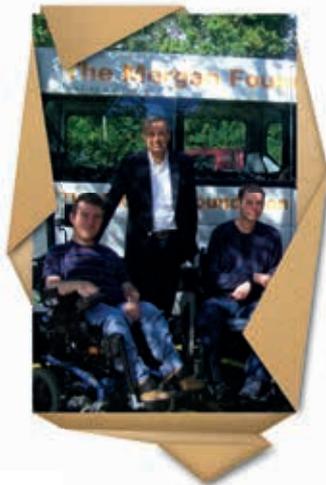


The chart below highlights the areas perceived to be the primary impacts of NMC on those close to people with MD;

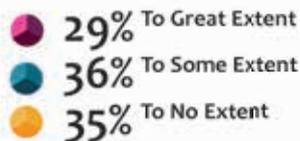
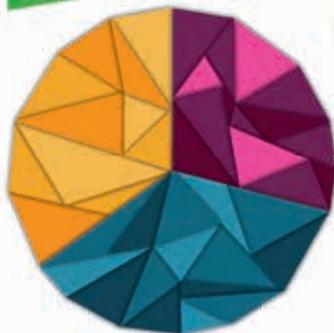
### WHAT IMPACT DOES NMC AS A WHOLE HAVE FOR THOSE CLOSE TO YOU?



We all know that one of the most stressful events in life is moving house. Most of us have some experience of that and can reflect on the strain that brings on key relationships. For these reasons we have included the following analysis in this section. Helping people to stay living where they want to live is clearly reducing stresses for all involved and that will be likely to have positive consequences for stronger, better relationships.



### TO WHAT EXTENT HAS NMC ENABLED YOU TO STAY LIVING WHERE YOU WANT TO LIVE?



This has been the first time that we have specifically highlighted NMC's positive impact on relationships in our Social Accounts and we will aim to build on this analysis in future years and in further psychology and mental health initiatives planned.



# YOU ARE NOT ALONE

**F**ollowing the success of the NMC Symposium in 2016, we decided to hold a slightly different and even more family and friend focused event. We called the day **'You Are Not Alone'** and it was held at Jodrell Bank on a Saturday in March 2017.

In deciding to hold an event like this we reflected on some research at the NMC from 2015-2016 by Chester University. This gave the NMC valuable insight into the 'perceptions and factors influencing people's well-being and experiences of living with Muscular Dystrophy'. The responses of Carers highlighted the impact and strength of

the support the NMC was offering to Carers, and how these services had a positive impact on self-esteem.

This recognition of the impact which the NMC is having in supporting the well-being of people with muscular dystrophy and their Carers strengthened our aim to extend this support to all family members and friends.

The Social Accounts feedback from Family and Friends in 2017 gave more details of the impact of belonging to the NMC:

-88% of people describe the overall impact of the NMC on their life as very positive (34 people) or quite positive (10 people)

-A third of people say it's a place that reminds them **'I am not alone'** and a quarter people say it's a place that keeps them going  
-68% of people have found support and advice



Advice offered by 'others at the NMC' rated as very useful by 56% of people

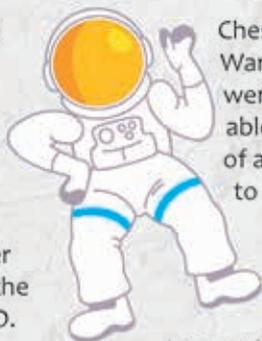
-19 people describe the NMC helping to improve care and support arrangements -76% of people say NMC has enabled them to have better relationships with the person who has MD.

### **You Are Not Alone – the day itself**

'You Are Not Alone' was designed to enable families and friends to share a memorable day in the inspirational setting of Jodrell Bank.

The event was enabled by Carer Break Funding from Cheshire East Council.

A total of 92 people attended the day including 29 families and 9 children.



16 families were completely new to the NMC support network.

Cheshire and Warrington Carers Trust were invited and were able to share their offer of advice and support to families.

The day offered a choice of presentations, interactive challenges and time to enjoy the beautiful grounds and giant Lovell telescope. Our journey started back in time with the history of Jodrell Bank. Jonathan Smith, Clinical Specialist Physiotherapist at the NMC then brought us back to the present with his explanation of 'Where are we now?' – an explanation of the impact of physiotherapy on those with muscular dystrophy. Dr Chris Morse from Manchester Metropolitan University

looked to the future with his presentation 'Where are we going?' – an explanation of the ground-breaking research going on at NMC into the positive impact of exercise on those with muscular dystrophy.

Informal sessions gave the opportunity to learn and share experiences of people living with neuromuscular conditions. Dan Cundall, who is Head designer for the Design and Print social enterprise, and Karen his wife, shared an excellent session entitled 'Is anybody out there?'. This session was thought-provoking session and hugely inspiring. Feedback from delegates was extremely positive and highlighted that it had great impact.

Interactive sessions gave opportunities for people to try their design skills with

the Design and Print and Training teams, take a fitness test with MMU, score a goal against the Titans Power Wheelchair Football or have a relaxing massage with our Complementary therapist.

A professional photographer provided stunning pictures to add to the memories of the day.

### **Did the day show that 'You are not alone'?**

This selection of comments from the day describes the impact of the experience:

"I just wanted to say what a lovely time I had today .....I've never met such a lovely bunch of positive people. Brilliant and informative afternoon."



“ I felt I learnt a lot with Dan and Karen Cundall’s talk ‘Is there anybody there?’ and have more of an open mind for future.”

“Because I come to the NMC, I know that I am not alone. My family now realise it more.”

A young person (their Mum has a neuromuscular condition) rated themselves on a scale 1-5 where 1 is feeling alone and 5 is not feeling alone. Before the event they scored 3 and the maximum score of 5 after the day.

“If I need more help and involvement the opportunities are there” Social Accounts feedback in 2017 asked how useful are NMC services in response to the question for the Jodrell bank event 11 of the 55

respondents attended the day. All who attended rated as ‘very useful’ 8 or ‘useful’ 3. Knowing that the NMC community offers such valued support it is particularly pleasing that the ‘You are not alone’ event was able to extend support to 16 families who were new to the NMC support network.

Since the event, contact with these families has continued, one young person has a work placement with Design and Print, one person has enrolled for training, more

family members have received complementary therapy sessions, and two families have used information from the day to improve their caring situation. Friendships started on the day are continuing and the Titan football team has increased its players and gone from strength to strength.

**THE BEST THING ABOUT NMC IS CHATS WITH PHYSIOS WHILST GETTING TREATMENT!**



# CASE STUDY: PAUL WASHINGTON

I grew up in Parbold, Lancashire where I lived from the age of 7 years with my Mum, Dad and younger twin sisters. I really enjoyed going to Primary and High School and life was great. I was a very sporty child and excelled in cross country and even ran for the county. I inherited my sporty streak from my Dad, who played amateur rugby union on a regular basis. He was also an accomplished runner and achieved the 4-minute mile.

On leaving school I followed my passion for cooking

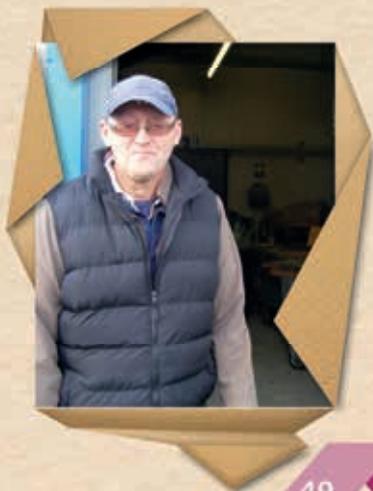
and enrolled at Blackpool catering college. My mum was a great cook and attended catering college in Rochdale and I think that inspired me to give it a go. Not only did I learn some great culinary skills, but I also met a lovely young lady called Jo. After two years I decided to go for my higher level of qualifications. Jo then went to Hull, then on to London. Despite the distance, we persevered, and I eventually popped the question and we married in 2000. We went on to have two boys, Sam and Oliver.

After catering college, I had the chance to express my creative side

using wood design and technical drawing that I did at school to create amazing sculptures. It was so satisfying transforming a lump of wood into something beautiful.

We were an active couple and we enjoyed bike rides and skiing trips. It was then I began to notice that I felt a little bit wobbly on a bike and I suddenly lost my skiing skills when on honeymoon. I couldn't figure out why this was happening. In 2006 one of my sisters went for investigations and blood tests as she had noticed issues with balance and stability and

loss of sensation. I tagged along as I had questions as to whether there was a possibility of it being a hereditary condition. After a muscle biopsy my sisters and I were diagnosed with





Sensory, Ataxic, Neuropathy, Dysarthria, Ophthalmoparesis or SANDO for short. This is quite a rare condition and I had never heard of it. Unfortunately, I didn't get many answers from the consultants either.

My balance and co-ordination continued to deteriorate, and life became more difficult and isolating. After going on gardening

leave from work, I felt that I had reached a low point in my life. By chance, I had often passed the sign for the Neuromuscular Centre and I had a lightbulb moment. Could this be a place that can offer any help? During a consultation with a team of doctors from Newcastle upon Tyne, I

took the opportunity to ask about the NMC. They, in turn, recommended I was referred via occupational therapy. I had no preconceptions about what the Neuromuscular Centre could offer me.

I had my initial assessment at NMC and had my eyes opened to all the facilities that were accessible to me. A massive weight was lifted from my shoulders. I no longer felt isolated. I was one of many, not one of few. I started regular physiotherapy and hydrotherapy sessions, and I started to notice small improvements in my physical abilities. I went from being totally unbalanced and precarious, when walking across the pool, to being challenged to walking backwards, sideways and even running across too. My fine motor skills improved which made



day to day tasks easier. I went from feeling wary of being knocked over to feeling more stable. I felt confident enough to volunteer for a Manchester Metropolitan University study of the effects of exercise in patients with muscular dystrophy. I am attending the NMC gym twice a week and following a personalised programme of exercise. The increase in my confidence has been

immense.

The other important aspect of the NMC is the “Shed Club”. This is a group of service users who get together twice a week to do woodwork. It’s not all about the items we produce; for me it’s all about the camaraderie, the banter, the chance to chat and to lend a friendly ear to one another. It was a great opportunity to resurrect my wood design skills and be part of a team who creates pieces for the NMC and to also be sold externally. I particularly bonded with my fellow “shed clubber”, Keith. Instantly we developed a rapport and a friendship.

Life has changed considerably since joining the NMC. Instead of feeling isolated my life is full of things to look forward to. The gym, physio, hydrotherapy and Shed Club now fill my diary. My dark thoughts and low

moods are dissipating; I have more energy; I feel physically stronger; my dexterity has improved by more than half. My family have certainly noticed the difference too and I am no longer affectionally known as “Fat Dad” by my children. I look forward to what the day will bring.

For me it’s not about what I can’t do, it’s what I can do now!





## Objective

### Enabling Fulfilling and Productive Lives

To provide adults with Muscular Dystrophy with opportunities to lead fulfilling and economically productive lives;

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

## OVERALL

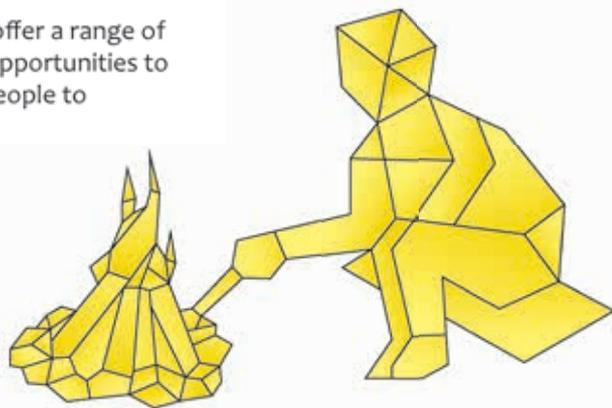
The focus of work at NMC to meet this objective is to provide tangible employment opportunities for suitably trained and skilled adults with Muscular Dystrophy.

To support this aim we provide the practical environment, support and facilities to enable people to work or get closer to work.

We also offer a range of smaller opportunities to enable people to

take practical steps to move nearer to employment.

The following article by our Chief Executive aims to set the scene in terms of many of the challenges that NMC seeks to help families overcome in relation to this objective. It aims to explain more about the specific challenges a family.



# TRAGIC OR JUST DIFFERENT

BY CHIEF EXECUTIVE MATTHEW LANHAM

**T**his article shares some of our experiences and reflections as a community here at NMC. It seeks to address how different diagnosis experiences and different family responses in formative years affect aspiration and achievement. In short how and why do some dwell more on the negative or feelings of tragedy and loss, whilst others seem able to focus more on making the most of a different life than was expected, and enabling a person to develop and flourish to the maximum extent?

I am not a clinician. I have only my own experiences to draw on. I have been the

Chief Executive of NMC for the last 12 years. I have had conversations with hundreds of families during that time, and have listened to the thoughts and observations of my colleagues too. I am also a dad and had a profoundly disabled daughter myself who lived into early adulthood and so have some personal lived experience to help inform me. Inevitably there will be things I don't understand. Nonetheless I feel equipped to, at least, begin a conversation.

I accept my observations and thoughts may be controversial and even uncomfortable for the reader. But, I feel that we have a responsibility as a Centre of Excellence to drive and

encourage more positivity and a constructive shift of outlook that helps more people with MD feel more valued as citizens in our society. With being valued come the responsibilities of being a citizen and that is a theme I will develop below. Many of the themes I discuss in this article are most notable in those conditions diagnosed in childhood and those conditions where, in the past, lifespan was severely limited. It is important to stress that for those conditions (and for Duchenne Muscular Dystrophy in particular) it seems fairly routinely accepted in clinical circles that a child born today will normally be expected to live into his 40s and even beyond.

Part of the philosophy of NMC is to encourage and enable people to live a life that is fulfilling; that is independent; a life that is rich and full of experience; that is the life of an active



citizen contributing fully to their community. This doesn't mean just having a nice time or staying busy, it surely means contributing in ways that have a positive effect on your neighbours, your town, or more widely for your fellow citizens.

These Social Accounts highlight the powerful positive force that NMC provides for many people and, also the incredibly constructive effect that NMC has on enabling people to build better relationships with family, friends and others (including employers and professionals).

**Despite having all that positive impact already, we feel we want to, and can do, more. Why?**

We meet so many people in our community and some themes emerge that I felt we should share. I hope to

create the basis for wider discussion; a range of new approaches for NMC, and for families themselves, as well as those working to support them. Here are some of those themes; Some families have received a diagnosis that has been presented as the worst possible news. We are more conscious of this when diagnosis occurs in childhood.

Many families still develop a positive and empowering outlook and provide challenge, encouragement and stretching expectations for their child but some do not.

Some families having had a bleak diagnosis, live thereafter with that bleak outlook. An outlook driven by a largely medical model and not a fully rounded societal model.

For some families, access to respite in teenage years at a Children's Hospice is a lifeline.

Such a place does inevitably put further focus on limitations in lifespan. I recognise the absence of alternatives.

Family and friends can be inclined to have lowered expectations for a child with MD and so provide lower levels of challenge and encouragement. There is sometimes a sense that family members will steer clear of the normal sorts of questions about the future; "what will you do when you grow up?". They can tend to avoid asking questions about relationships, choice of jobs, going to University and living independently, because all those things feel like impossible dreams and to talk about them only courts disappointment.

Asking for help is something we humans are not great at! But getting some practical help early on at home and enabling the young person to have their own time and space to socialise and explore can have an immensely positive impact.

In teenage years particularly, the needs of a young person with MD can often become substantially greater. Mums and dads work hard to provide the care and support the teenager needs. But this is at a time when children are often naturally inclined to want to start having a bit less to do with mum and dad. It creates a further tension and a further appreciation that instead of growing up, they are still a dependent child. Parental feelings of guilt and denial appear to often be influencing forces in the background too.

Parental care continuing into early adulthood can prolong a feeling of being in childhood. Not always of course, but it can be another factor in delaying or side-lining an appreciation of the role and duties of being an adult in our world.

We sometimes see a world that seems to be getting smaller for the child, not expanding. We see fewer opportunities to influence their own lives, let alone the lives of others. Perhaps parents determine the time you go to bed, when your curtains get closed, when you wash or what you wear. All those tiny things individually that collectively enable us all to feel more or less in control. Enabling a young person to have their own helper or personal assistant seems to allow that young person to make choices, have their own space, and socialise. It also makes them appreciate how

they can be independent later in life, begins to help raise their horizons.

Schools and others involved in supporting a young person with MD can tend to be a bit.....well frankly, sappy. They feel sorry for the individual and can tend to reinforce that feeling of tragedy.

Such an outlook can lead to indulgence and not pushing a school pupil to get the grades as you would others. And in not pushing or not applying the same levels of pressure or expectation the young person is left to conclude their potential as new citizens is less.

#### **What can NMC do?**

The most powerful thing that NMC offers I believe is the chance for families to meet men and women in middle age with the



same or similar condition who are carving out a very positive and influential role in society; men and women with jobs; men and women with their own homes; men and women with families of their own; men and women enjoying a full and active life.

But beyond that, we can I hope, help to influence more people to have a greater expectation of

young people with MD. I want us to be a bit more demanding and a lot less sappy. I don't mean that we should in any way be less caring or thoughtful or sensitive. But to have normal expectations and put normal pressures and demands on young people (particularly)

with MD is actually the most caring and supportive thing we can do in most cases.

NMC must, it seems to me, continue to develop more opportunities to develop confidence and responsibility. We must work on new ways to build that sense of citizenship and societal expectation. Our plans to enable a group of young people with MD to experience and achieve through the Duke of Edinburgh scheme is a further practical step along that path.

Above all at NMC we can encourage and enable even greater independence. We can all reflect on our expectations and their impact. Even here at NMC we sometimes help a bit too much. Kindness oozes from our every pore but even here we need to reflect sometimes and consider our impact on the development of independence and resilience in

young men and women with MD.

We should try to do more to reduce any degree of “conditioned dependency”. “Conditioned dependency” is a description I have read about in relation to other disabilities in childhood and it is something which I feel translates well, and is sometimes present, in families affected by MD. I would describe it as allowing or causing someone to become overly dependent on others to do things for them. It assumes that the person does have the capability to do those things, but that we do not expect it of them. It describes a kind of learned helplessness. It occurs sometimes because we feel that the person cannot do some things, so we don’t consistently convey our normal expectations of them to do any things.

Conditioned dependency describes the complete opposite of what I consider to be the underpinning culture and ethos of NMC. I finish with a story related to me recently by a Neuromuscular Consultant who works mainly with children. A young man came to his clinic feeling sorry for himself and lacking any motivation to study and work towards getting a job. Not an unheard-of reaction from a teenage boy without MD I hear you cry! The reaction of the Consultant though was inspiringly different. He told the young man that he had bad news for him. He wasn’t going to die anytime soon and as a fellow citizen living in his town he wanted the young man to consider how he was going to contribute. The consultant stressed the young man’s duty to society and the expectation that becoming an adult (MD or no MD) placed upon him.

I hope that this article provides the basis for thought, reflection, discussion and challenge. It has been written in the hope that it may ultimately help make some people’s lives more fulfilling and that, in time, we may alter our societal views on physical disability like MD, so that we treat people as true equals with equal opportunities and equal expectations.



# EMPLOYING PEOPLE WITH MUSCULAR DYSTROPHY AT NMC

**N**MC employs 46 people in total. NMC currently offers employment opportunities to 23 people who have Muscular Dystrophy or an associated neuromuscular condition.

In the year, we have recruited new Designers (graduates from our own Training department) and recruited a new Finance and Marketing Officer – a young man with Muscular Dystrophy, a recent University Marketing Graduate and a trailblazing and inspiring advocate for our Centre.

Employee and employment relationships at NMC are unique. Whilst more than half of those who work here

have Muscular Dystrophy and are also Service Users, they remain peers and colleagues. Many are instrumental in shaping services for other Service Users – in other words involved in both giving and receiving service.

These 23 roles are spread across NMC in the following way;



**NMC IS VERY LARGELY A USER-LED ORGANISATION**

There are roles for our Service Users on our Trustee Board (4 out of 9 are Service Users) and in our Senior Management Team (3 out of 6 are Service Users). These are in themselves opportunities for Service Users to influence and shape our organisation and our work priorities by holding highly responsible and accountable roles.

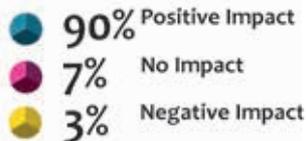
# EMPLOYMENT OPPORTUNITIES

## ENABLEMENT

**T**he value which most underpins all that NMC does is enablement.

Through Physiotherapy, Training, Work and Volunteering, individuals are encouraged to make the best of themselves in a safe yet challenging environment. A key part of this is NMC's commitment to provide high quality care and support, to allow those who have Muscular Dystrophy the chance to not only benefit from, but also contribute to the goals of NMC.

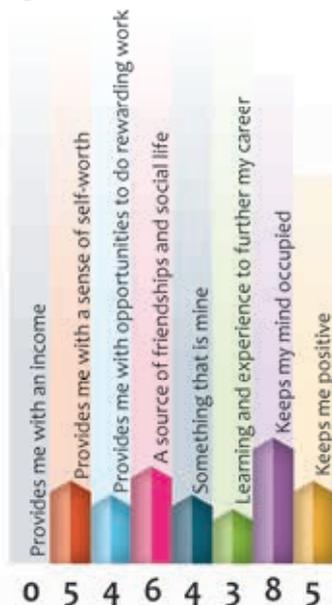
**WORK OR STUDY AT NMC: WHAT IS THE IMPACT OF NMC ON YOUR LIFE?**



In providing this, both the individuals working or studying at NMC, and their carers or family members at home can have peace of mind that their needs are well catered for, and that they can work and study independently, in a productive and fulfilling way.

As well as providing work at NMC, we also spend time supporting those in employment elsewhere to maintain and thrive in employment. This can and does involve liaising with employers, helping develop realistic expectations, and offering expert advice about a condition and how best to adapt to changing needs over time.

**WORK OR STUDY AT NMC: WHAT IS THE IMPACT OF NMC ON YOUR LIFE?**



In 2016-17 there were on average 20 people with Muscular Dystrophy working or studying at NMC and using the accessible minibuses to get to work or train at the Centre (see Economic Impact section for more detail).

- **Commuter Bus Service**

In 2016-17 our Minibuses transported people with Muscular Dystrophy a total of more than 85,000 miles. This was up from 82,000 miles in the previous year. This was due to a combination of demand and better resourcing including more robust holiday coverage.

Our minibus drivers are an exceptionally skilled team. Their role goes far beyond driving, and incorporates personal care and specialist support for passengers. Although recent years have seen huge strides forward

in wheelchair accessible vehicles and other adaptations to provide hand controls and so on, for many with Muscular Dystrophy it remains impractical to drive independently. They may not have sufficient muscle strength or control, or it may simply be that they cannot expend scarce energy on this task and then find more energy for a day's work.

NMC provides a bus commuter service for employees with Muscular Dystrophy and students who have Muscular Dystrophy and who as a result are unable to drive. We serve passengers regularly from as far afield as Stoke-on-Trent, Wirral, North Wales and Halton and across Cheshire.

This service is part of the package of practical support services which make it possible and straightforward

for these individuals to get to and from their place of work or study.

Without this service, the only means for these individuals to get to and from NMC would be to rely on friends/family/Carers or to pay for a taxi. All these alternatives are strong disincentives. Asking people to give you a lift occasionally is one thing – asking someone to give you a lift to and from work most days is not something many people could reliably commit to.

NMC has 4 minibuses and drivers. The drivers all help to provide practical support and care for their passengers as well. We also have a wheelchair accessible car in our fleet to give us more flexibility and capacity.





In total there are 20 passengers using the service (22 at peak during the year). These are all regular users and individual usage ranges from 4 days per week to one day per week.

The provision of fully accessible door to door commuter transport is a vital part of the complex and highly tailored package of support necessary to enable many of our employees with Muscular Dystrophy to work and for many of our students to study. In addition, we have been able to meet some emerging new demands for transport from Service Users wanting to get to specific information events/shows and milestone occasions for our NMC community, like weddings and funerals. We hope to be able to continue to offer these additional opportunities in the year ahead.

- **Personal Care and Support**

The care and support team at NMC is made up of 10 people, each with different roles from physiotherapist to business administrator to minibus driver, but with a common duty to provide excellent personal care, and support, primarily in NMC Design+Print to enable the workforce with Muscular Dystrophy to perform the usual tasks of a graphic designer, without being shackled by their disability. This will include loading the printer, finishing print jobs in the guillotine and speaking to customers.

The provision of care and support at NMC is key to enabling many people to work at NMC. It is both personal, tailored and dignified, but it is also a highly cost-effective way to provide such support with a number of employees

(and other Service Users) sharing the resource rather than an individual needing dedicated 1:1 or sometimes 2:1 resource.

In our Economic Impact section, you will see we have tried to identify the value of this Personal Care and commuter transport provision in terms of an “avoided cost”. Of course, there is a further economic benefit around a proportion of the benefit of enabling people to be economically active and productive.

See the section on Economic Impact for our analysis of the value of the Care services provided at the NMC.

# CASE STUDY: CHRIS WADE

I've been coming to the Centre for about 5 years now. I started at the same time as Kay in Graphic Design. I was given a laptop and attempted to do my Graphics course at home because I didn't really want to mix with people. I'm quite easily distracted so it took me 2 years to do a 1 year course!

The relationship I was in broke up at much the same time and I was becoming more and more isolated. Kay eventually managed to persuade me to come in to the Centre on a regular basis and try out for a position in Design and Print. I was given a 6 month trial period

to show what I could do and struggled quite a lot in the beginning. I wasn't used to being with other people and tried to shut myself away a bit; but I had to learn how to interact: communicating about work...being part of a team as well as learning loads of new skills.

I started a new relationship during this time which further helped me to test my confidence in new social scenarios as well as work ones.

I'm now fully part of the team and come in two days a week. I feel part of the team and valued for the work I produce. The logo that I produced for the

Education Library Service was adopted and is still in use by them today. I still get a buzz when I see any of their stuff coming through with my work on it. I have just recently ended my previous relationship. It's not been an easy time, but I have learned some important lessons.

Firstly, I am confident enough to say that I'm not happy with something and strong enough to see that through.

Secondly that I have a network of friends who support me and that with a bit of that and some time, that it all comes good in the end.

I'm feeling positive about the future and how I'm shaping that.



# nmc design+print

## A Social Enterprise at the heart of NMC

NMC Design+Print has three Social Aims;

1. Provide employment for people with Muscular Dystrophy
2. Make profit to part-fund the charity
3. Provide inspiration for all in our community through providing role models and mentors

### Who are we and what do we do?

NMC Design+Print strives to deliver creative and customer focused graphic

design, and a high quality, professionally priced printing service to a wide range of customers throughout Cheshire and beyond. The staff develop strong relationships with customers, and revel in opportunities to establish partnerships with like minded organisations.

Its aim is to truly understand the customers; good design exceeds customer expectations by meeting their needs, understanding their aesthetic but also introducing a new sense of style and flair that keeps them coming back for more.

Making a statement about our services, Donna Okell - CEO at Cheshire Connect, said:

**THE QUALITY OF ADVICE, INNOVATIVE THINKING AND SERVICE HAS BEEN EXCEPTIONAL!**

This relies on a thorough understanding of the software and processes used, a passion for design and a constant commitment to developing new skills and challenging boundaries. Because of this, what truly sets NMC Design+Print apart, and allows it to thrive, is its staff.

The business was created by, is run by, and is predominantly staffed by people with Muscular Dystrophy. Each individual is

passionate about design and has worked hard to secure a place working within the industry, but are equally committed to providing support to the NMC and advancing its status as a Centre of Excellence for people with Muscular Dystrophy (MD).



The Enterprise has a diverse portfolio of clients and has produced work for 150 clients in the last financial year, with all profit made going toward the running costs of the charity. Alongside this, Design+Print provides all of the marketing materials for the Centre; allowing it to publicise services, facilities, activities, events, information and cutting edge research to the fullest extent of its capabilities. It is at the heart of a thriving community of people, with and without MD, and assists the Centre to meet one of its primary aims; improving the quality of life for adults and young people with Muscular Dystrophy (and other NeuroMuscular conditions). This is done by providing employment and work experience opportunities, encouraging personal and professional growth and valuing the

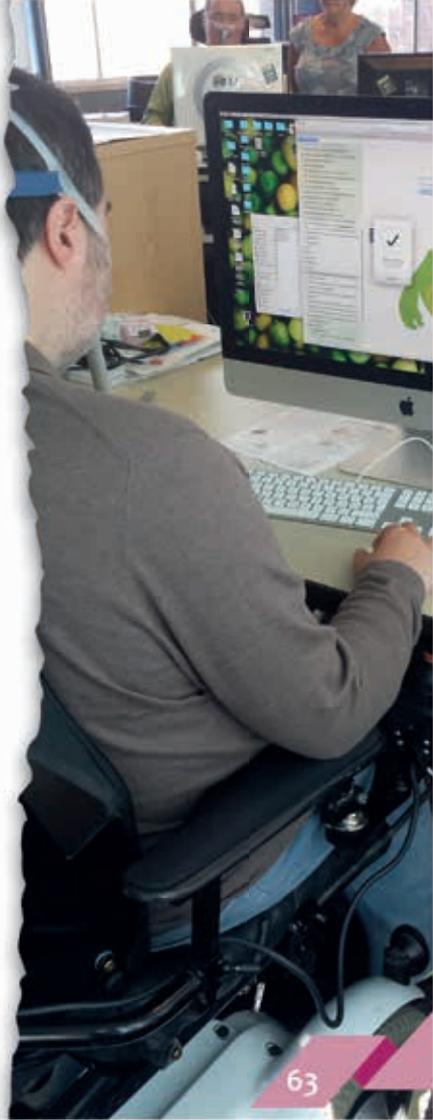
importance of team work. In a recent survey conducted by the Centre, when asked about the impact that the NMC had on the well-being of service users, answers showed a recurring theme detailing the importance of acceptance and camaraderie. An astounding 90% of staff members declared that working at the NMC had a positive impact on their lives, with over 17% of these people highlighting the friendships and social life that NMC offers to be an important part of this.

A defining characteristic of The NMC is its ability to nurture its staff; the vital importance of peer to peer support is not just recognised but encouraged and cherished. This results in a stronger, more resilient and productive workforce. Almost 15% of employees state that working at NMC has provided them with a

sense of self-worth, with a further 23% recording the importance of keeping their minds occupied with their job, and over 14% explaining that this is due to opportunities to complete rewarding work.

As a team, the staff of NMC Design+Print would like to inspire a generation of young people with MD, especially those with a passion for all things creative, to be determined, to be excited about their futures, to look forward and to chase their career goals. *We have done it, so can you!*

The impact that being on our team is often invisible, so we would like you to meet our staff with MD, through the next few pages, and learn what working here means to them.





**Dan**  
Cundall

As Head of Design, Dan works on the most complex design and print jobs, whilst overseeing work produced by the rest of the team. He encourages the other designers, pushing them to produce work to the best of their ability whilst taking responsibility for ensuring quality and consistency across all design jobs.

### Role: Head of Design

### Length of service: 20 years

### Most enjoyable things about working for Design+Print:

For Dan it is being part of the team, 'What I like most is the teamwork, helping each other out and looking out for one another', both when producing artwork and giving emotional support.

### Skills acquired:

During his twenty years on the Design+Print team, Dan has risen through the company to become Head of Design. From the offset, he brought a new level of professionalism, creativity and motivation to the team, but has gone on to acquire many new skills along the way. He says that 'You always learn by doing and every experience is a new one and an opportunity to learn'. Being part of a team that shares problems, solutions and best working practise is a big part of this. 'We all learn from everyone else's experiences'.

### The importance of receiving care and/or support:

Dan states that 'Physio is an important part of the NMC' he goes on to say that it helps to 'Keep yourself as fit, healthy and agile as you can be'.

He also finds the care and support offered by the NMC to be 'a key element' and goes on to explain that 'it means you can achieve more in the day'. Transport is also very important to him, 'it enables us to be as independent as possible and not rely too heavily on family. He says, 'It is vital to the day to day running of the place'.

### The best thing about being part of NMC:

'The invisible support that we give to each other', this takes the form of 'help, support and advice'. He also says, 'Working here improves your confidence, you feel uplifted by the time you finish work at the end of the day'.



### Ambitions for the future:

To make design 'as busy as we can' to enable us to 'provide more opportunities'.



**Matt**  
Cundall



### **Ambitions for the future:**

To 'get more business through the door and make more money for the charity'.



### **Role: Business Manager**

As Business Manager, Matt deals with quoting, ordering, invoicing and debt collection as well as over seeing the day to day running of the business and making sure that everything is running smoothly, that deadlines are met, and that all operations are conducted effectively and efficiently.



### **The best thing about being part of NMC:**

'Seeing the place grow to what it has become today, which is a really big achievement for everybody', and 'being able to say I've played a small part in that'. He also explains, 'We are lucky to have a place where we get support as well as being able to do something we love'.

### **Length of service: 20 years**

### **Most enjoyable things about working for Design+Print:**

Matt enjoys the 'creative side of the business', and 'seeing new designers coming through'. He is also very appreciative of our customers and says, 'we have some very loyal customers who really get what we do'.



### **Skills acquired:**

Matt has developed a wealth of skills whilst working for design and print. These include managing finances, communicating with customers, liaising with suppliers, dealing with unexpected issues and problem solving, use of design software, the printer and web design software.



### **The importance of receiving care and/or support:**

Matt explains that it gives 'independence from my family'. He says that, 'it's good to do something useful', and the care provided and accessibility of the NMC helps him achieve this. For Matt, transport is 'possibly the best thing, it really does free up people's time and gives independence'.





ee  
Donnelly

As a designer and print technician, Lee is responsible for a large portion of in house printing. As well as setting up design jobs for print, handling the printer software and processing, he also helps to train and support other designers in these techniques.

## Company improvements:

File system & database being used to its fullest, making more decisions as a group.'

## Role: Designer



## Length of service: 14 years

## Most enjoyable things about working for Design+Print:

'I enjoy it all, when it's working well', and 'if you get stuck, colleagues will try their best to help. All you have to do is ask'.

## Skills acquired:

In recent years Lee has turned his attention to detail and critical thinking towards print production. He has developed the skills required to set up and print a vast array of different items, as well as effectively communicate these processes to others.



## Ambitions for the future:

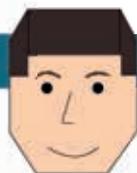
'Can I become head of design? Maybe, who knows, obviously I need to understand what that role entails, get my life together & show I can handle that role/responsibility.'

## The best thing about being part of NMC:

Is the people; 'The fact you can talk to anybody, like family', 'anybody they will always make time for you, no matter their role'.

## The importance of receiving care and/or support:

Receiving physio is very important to Lee, he states that it is 'very beneficial', and that he 'always feel a lot more comfortable after it'. He goes on to say that the level of care provided and the accessibility of the building make his life a lot easier 'In my case, it's kind of like you don't have a disability'. He also highlights the importance of the transport provided by the Centre: 'It gets me into work & is another time to bond with other users of the NMC & the drivers who are a big part of the NMC too'.



**Phil  
Littlewood**

As a designer, Phil uses InDesign and Photoshop to help create designs for a wide variety of customer products. He also acts as Social Media Assistant for Design and is responsible for posting about recent activities, promotions and new customer connections. Phil has also taken on an admin role to support the NMC shed club by recording and keeping track of orders.



### Company growth and improvements:

Better communication would help to improve the department.

### Role: Designer

### Length of service: 14 years

### Most enjoyable thing about working for Design+Print:

Being part of the team.

### Skills acquired:

Phil has recently increased his InDesign skills and has started to learn printing basics. After accepting the role of Admin to NMC Shed Club, he has also started learning how to use Office 365.



### Ambitions for the future:

To continue to contribute to the NMC by working with design and the Shed Club.

### The importance of receiving care:

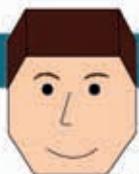
Phil highlights the importance of receiving physiotherapy: 'It is very beneficial, it makes me less irritable, helps with pain and allows me to concentrate better while working'. He goes on to say that being part of the NMC community is a great help, 'Having someone to talk to helps me get through harder times' and receiving care at work 'helps me give my family a rest'.



### The best thing about being part of the NMC:

'The people I work with are individual, friendly and easy to get along with'.





# Karen Pritchard

As a graphic Designer and Sub editor for One Voice Karen is responsible for much of the NMC Fundraising artwork. She brings a valuable feminine flair to the team with a sensitive and colourful style to compliment some of the more masculine aesthetics of other members of the team. Working for One Voice has given Karen the opportunity to communicate with the wider NMC community to collect articles, images and information from others wanting to contribute to the magazine, as well as writing articles herself and helping to edit the work of others.



## Role: Designer



## The importance of receiving care:

Karen feels that the physiotherapy that she receives at NMC is vital to her well-being. 'Physio is such a big part of making me feel better and without it I would go downhill fast and be unable to do what I do at NMC'. She also goes on to explain, 'I receive tremendous emotional support here at NMC. I can talk about my problems and the battles I face safe in the knowledge I won't face things alone.'

## Company improvements:

Karen would like to see members of the team 'work more together', perhaps producing more work using co-operative design skills to draw on one another's strengths and skills.

## Length of service: 12 years

## Most enjoyable things about working for Design+Print:

Karen is passionate about design and thrives on opportunities to express her creativity. She explains that 'I like being part of the team. I also love the "girlie jobs" I get to do!'



## Skills acquired:

Karen is eager to keep her skills up to date and produce the best work possible, so she recently decided to go back through NMC Training to brush up her skills on some newly acquired software.



## The best thing about being part of NMC:

Karen is involved with activities across the Centre and is part of the NMC Craft club who make and sell handmade goods to raise funds for the NMC, as well as regularly taking part in fundraising events such as being sponsored to take part in the NMC Muscle Month reaching exercise targets to earn money and support for the charity. Karen says, 'I like the sense of purpose it gives me'.



## Ambitions for the future:

Karen would like to engage with further design training and advance her qualifications with the help of NMC training.



**Richard  
Morgan**

## Company growth and improvements:

Giving Richard more opportunities to communicate with the whole team, rather than just one-to-one, by using the large screen in the conference space, or the computer at the inspiration station, may strengthen connections with the rest of the team.

As a distance designer and blogger, Richard works predominantly from home liaising with the rest of the team via email, Skype and an online database. His skill set is well suited to design conception and he shows particular flair for logo design.

## Role: Designer

## Length of service: 14 years

## Most enjoyable things about working for Design+Print:

'Having the chance to be creative and seeing the results being used, especially seeing the logo I did for the Duchenne Family Support Group up on their website'.

## Skills acquired:

Richard has recently undertaken the creation of a blog to promote Design+Print. In order to do this he has learnt to use Tumblr and has completed some basic coding. This is a unique skill set within the team and highlights the importance of his role, despite the distance. He also cites doing 'a course where I learnt how to make apps' as an opportunity to develop new skills.

## The best thing about being part of NMC:

Richard enjoys 'working with other people with similar conditions and other creative people'.

## The importance of receiving care and/or support:

As Richard is not regularly at the Centre, he does not receive as much practical care and support as other members of the team. However, he says 'knowing that's its available is good' and that support from team members has 'helped me develop confidence in my ideas'.

## Ambitions for the future:

'To keep doing work and to run the Tumblr blog'.





# Ashley Worth

## Role: Designer

As a designer, Ash is responsible for producing modern, creative and eye-catching graphics for customers and for the NMC.

## Length of service: 6 years

## Most enjoyable things about working for Design+Print:

Ashley enjoys the variety of the job and explains, 'Customers ask for all kinds of designs', and, 'It is something different everyday'

## Skills acquired:

Ashley excels at character design and is very proficient with Adobe Illustrator. As well as being responsible for his own jobs, he also regularly contributes elements to work being produced by other designers by producing vector based graphics that can be incorporated into a variety of different layouts. He says, 'I didn't know much about design when I came here', and 'I've become better'.

## The best thing about being part of NMC:

'I like the friendly atmosphere' and feel like, 'it's a second home'. He also states, 'I've got a lot more confidence from coming here and talking to people'.

## The importance of receiving care and/or support:

'Physio helps me a lot and I can work a lot longer because of the treatment I get', he goes on to say that 'It's good for my well-being'. Knowing that care and support is there if I need it 'gets me out of the house'. Transport 'is really useful, and, 'helps me be more independent and to do my own thing'.



## Ambitions for the future:

'It would be good to get a bit more responsibility and get more involved with events'.



**Dennis Nielsen**

As a designer, Dennis produces design concepts for new marketing materials for the NMC and customers. He also works on standing artwork, keeping customer artwork up to date, refreshing information as required.



### Role: Designer

### Length of service: 5 years

### Most enjoyable thing about working for Design+Print:

'Coming up with new ideas for designs' and, 'working with friends'.

### Skills acquired:

Invested in continued professional development, Dennis recently went back through the NMC Design training programme to build upon existing skills and develop new ones allowing him to make the most of new software. Dennis says that this has, 'definitely improved my confidence in my own abilities to create things'.



### The best thing about being part of the NMC:

'Being around colleagues and friends'.



### The importance of receiving care:

Dennis highlights that physio is very important to him, 'It gives me the ability to keep moving, but also helps on everyday issues such as a bad back'. He also says, 'The support I get from the NMC has been extremely valuable, there are a lot of things I've struggled with where the NMC has stepped in to assist me'.



### Company growth and improvements:

Dennis explains that, 'we are nearly all friends and know each other well', but suggests that when it comes to sharing information, a more systemised approach to communication might help more people get involved with the social side of NMC. He suggests that 'a ladder system' might allow 'information to filter down to the correct people/level'.



### Ambitions for the future:

Dennis suggests that he would like 'to take on more responsibility in the future'. But he also isn't ruling out 'world domination'!

HOW MUCH DOES NMC CONTRIBUTE TO YOU FEELING SUPPORTED TO GAIN, OR REMAIN IN, EMPLOYMENT OR VOLUNTEERING?



- 82% Positive Impact
- 18% No Impact
- 0% Negative Impact



**Peter  
Marley**



## The importance of receiving care:



### Role: Designer

As a designer, Peter focuses predominantly on producing high quality, and timely design for NMC Fundraising and NMC Support. This involves an eye for detail, efficiency and the ability to work within, but continue to build upon, existing branding to remain consistent to the NMC's style whilst producing fresh and interesting designs.

### Length of service: 3 years

### Most enjoyable things about working for Design+Print:

Peter likes the opportunities presented to 'develop skills and learn new skills'.



### Skills acquired:

Peter has learnt many skills. He has had a complete career change and, through the support of NMC Training, has developed the skills required to become part of the design team. He says teamwork has become very important to him. 'I was a driver working on my own, now I work as part of a team and meet customers'. As such, communication skills and the ability to liaise with team members have become particularly significant.

'Physio is very beneficial and I really like the new gym.' He goes on to say that, 'I wouldn't be able to come here without the transport provision, I am very grateful'.

### The best thing about being part of NMC:

'I like the banter at the NMC, its such fun to come here' and that he has, 'made a lot of friends here'.



### Ambitions for the future:

'I want to carry on with what I am doing, I enjoy coming here and working with these people'.





**Chris**  
Wade

Chris particularly enjoys logo design and his strengths lie in design conception and idea generation. He has a different process that many of the other designers employing his background in art and design to sketch out ideas before starting work on the computer.



### Role: Designer

Length of service: 1.5 years

### Most enjoyable things about working for Design+Print:

Is having the opportunity 'to be as creative as I can be. He also appreciates 'the people and the support'. He says, 'It gives me something to look forward to. It is also my hobby, I have always enjoyed art and design'.



### Skills acquired:

Chris studied with NMC Training before joining Design+Print to a work placement. During this time he proved his passion for design and willingness to try new things and constantly develop new skills. He is particularly proud of 'learning to use Adobe InDesign', learning how to use the database and developing his confidence and communication skills. 'I had no self confidence or self belief, but the people and staff that work here have built me up'.

### Ambitions for the future:



Chris says that he has thought about 'maybe becoming head designer one day', but goes on to say that, 'the possibilities are endless'.

### The best thing about being part of NMC:



He says that the NMC is 'a comforting place to come and share experiences with people going through similar things', and that, 'there is always someone to talk to'. He adds, 'I am a lot happier because of this place and the support it gives'.

### The importance of receiving care and/or support:



He says that 'having physio helps me physically and mentally', and states the importance of the staff being 'experts in the condition that I have'. The support provided is very important to him and comes from people across the Centre, 'Denise, physio, design and training have all helped'



The provision of care, support and transport are vital to the independence and confidence of our employees. However, it is peer to peer support that is the true strength of the NMC. The bonds that we form within the team inspire a sense of belonging and allow the designers to be creative and progressive with their designs, knowing that they will be supported and inspired by colleagues. This, alongside the fulfilment that comes from producing high quality, commercially competitive products for a diverse array of customers, helps to promote a sense of self-worth, and allows staff with and without MD to feel valued on both a personal and professional level.

Without the NMC these activities would not happen, but without the people that work here, there would be no NMC!



## Objective

### Developing Potential

To enable people with Muscular Dystrophy to expand and fulfill their potential;

- **Provide the following Training courses at NMC:**
  - NCFE Level 1 and Level 2 in Graphic Design
  - BTEC Level 2 Creative Media Production (Includes Web Design)
  - BTEC Level 3 in Graphic Design

- Have an accessible training suite with the most appropriate up-to-date workstations and equipment
- Operate a dynamic partnership with Mid Cheshire College to ensure accreditation and the updating of the course portfolio
- Delivering courses in a tailored and flexible way that enables students to be challenged, but work at a pace that best suits them
- **Provide Home Study training opportunities**
  - Provide the most appropriate and up-to-date equipment and software
  - Provide the most appropriate and up-to-date communication tools to support student-tutor interaction
- Provide full tutor support throughout the course to guide, advice and offer feedback on the coursework.
- **Provide a nurturing environment which encourages people to develop their self-confidence**
  - Provide taster sessions for NMC Service Users
  - Provide work experience opportunities
  - Reduce the isolation associated with home study by organising workshops
  - Provide an environment where role models can share experiences and approaches
- **Provide a range of stimulating, challenging and enjoyable Short Break opportunities**
  - Run Bushcraft sessions on site through the summer aimed at 13-25 year olds
  - Run Sports Day sessions for those aged 13-25 years old
  - Support the development of The Titans NMC Powerchair Football team
- **Support and enable NMC Shed Club**
  - This group of Carers and Service Users work collaboratively to produce garden furniture and other timber items in the workshop

# OVERALL APPROACH

**N** MC seeks to unlock and develop the potential of those who have a neuromuscular condition. Our aim is to do so at any point in life

# TRAINING AND RETRAINING WITH VOCATIONALLY TARGETED COURSES

**N** NMC Training provides an innovative and accessible range of courses and ways to study to suit everyone.

The team of three highly expert tutors provide year-round support and guidance to students with Muscular Dystrophy. Each student studies at their own

pace and in a way to suit their particular needs and circumstances. Nothing is a barrier to learning. Students have the choice of studying at the NMC and having one-to-one personalised face to face tutor support usually for one day a week, or students can study at home and receive tutor support via Skype. Some students like a bit of both

these approaches and that is enabled too.

Each student studies at their own pace with the aim of ensuring no one ever “falls behind” because of a period of absence due to ill-health for example. You just pick up again where you left off.

Students with Muscular Dystrophy gained vocational qualifications in the year at NMC. In addition, we have enabled substantial, structured and rewarding Work Experience/Short Break programmes for young people with Muscular Dystrophy.

We have also continued to provide numerous taster sessions, mentor sessions and informal advice sessions to help people move nearer to work, stay in work or come to terms with the need to change working arrangements.

In the period between April 2016 and March 2017 we had a significant amount of people coming through our training doors. A total of 31 people visited our department to enquire about our training courses and showed interest in doing a course.

10 out of the 31 people did taster sessions. 7 people enrolled onto a course this year. 9 students who were enrolled in the previous year continued their courses over this period.

Qualifications gained in this period:

- 6 people gained a Level 1 in Graphic Design
- 4 people gained a Level 2 in Graphic Design

We are very proud of the fact that 1 of our home students has completed both Level 1 and Level 2 in Graphic Design and is now studying towards a Level 3 in Graphic Design with the aim to do a degree in Graphic Design in the future.

It has been a very exciting year for the training department with lots of great developments. We moved into a new, larger training room where we can cater for a larger number of students at any one time. It is a lovely spacious and bright room for the students to move around in.

In the summer of 2016 the team decided that it was also the right time to expand our course offer alongside Graphic Design courses. This will give more people with md access to developing their potential in a wider range of subjects. In Autumn, we delivered our first workshops in Animation and Digital Music which were so successfully received that we decided to set up actual courses in those subjects. Since February 2017 we are running an Animation course and a Digital Music course. We have also on offer Life Skills courses which includes Literacy, Numeracy and personal skills.

The new courses also gave us the opportunity to appoint 2 new enthusiastic tutors who have expertise in these subjects. Steve Gaffney and Chris Burden

are our new members on the training team. Steve Gaffney is an experienced tutor and talented musician. Steve delivers Life Skills and Digital Music on Mondays and Tuesdays. Chris Burden graduated with a BA in Animation at Edge Hill University and currently delivers a 20-week Animation course, which is held once a fortnight. Chris is a former student of the NMC who worked his way up through college and University.

We are also very excited that we have a Photography workshop to look forward to in Autumn of 2017.

The training department is aiming to expand their range of courses further in the near future to offer a wider range of opportunities to a larger audience.



# ANDREW WOODVINE ◦ ANIMATION COURSE

**I** would recommend this class to other people because I feel that it has given me freedom to use any program and technique to complete my work. Previous courses I've sometimes felt limited by what has been set in a brief

or by the tutor. I felt happier choosing how I went about animating.

I like doing the course at NMC because it's a familiar place. I attend physio there and know a few people so that makes it more comfortable as sometimes

skills in Photoshop as well as animation and I hope to have maybe gained some friends.

All in all, I've thoroughly enjoyed the course and would do it again.



it can be difficult talking to new people. As I say, NMC is a familiar place so it makes talking to people easier. I also feel I've made friends on the course so that makes going more fun. By the end of this course I hope to gain knowledge and



# CHRIS BURDEN ◦ A TUTOR ◦ PERSPECTIVE

I have played games on games consoles. I was fascinated by the way they had been designed. This interest developed while I was in Secondary School, but there was a lack of software in school and the teachers at school only taught IT. The school's career advisor was aware of the NMC and the types of computer study that was available there and eventually I attended the NMC 1 day per week over a period of three years. It was here where my horizon was widened, I became adept at designing and producing posters, leaflets etc. Upon leaving school went to Hereward residential FE College, which was primarily

for disabled people. It was here where my graphics skills went to a new level, I was working from briefs and working to deadlines. It was at Hereward that I got certificates in design and graphics.

I stayed Hereward for three years. I have to say I enjoyed every minute of my time there, not only learning about graphics, I learnt how to live independently, and the social life was excellent. After leaving Hereward I returned to my family home. Knowsley Council appointed a social worker to me. She persuaded me to continue my studies. I visited a few local FE Colleges Knowsley

Community College and Hugh Baird College in the borough of Sefton. I chose Hugh Baird College because it had a wider range of courses that would aid my graphic skills. The course was Art & design studying for an HND. The course was a condensed one-year course, but I completed over two years.

The reason why I did the course over two years was because my work rate was quite slow due to my disability and my tutor wanted to assess what equipment and software I could use to help me complete the course. It was the teaching assistant at Hugh Baird who got me to try creating animation. I produced a short animation

and also developed directing skills which was useful in producing diary type videos depicting everyday activities. I had to produce a portfolio of work in support of my HND. At the end of the course all the students displayed their



portfolios to the public. I went to Hugh Baird with no intention of doing a degree in Animation, but whilst on the course the tutors used gentle persuasion to get me to do the degree course. It helped that I enjoyed the HND course in Art and Design, so I applied for an animation degree course at Edge Hill University.

One of the criteria for the degree course was a GCSE in English language. I studied for this in parallel with my HND course and I was accepted by Edge Hill. I lived on campus throughout my degree. I learnt how to produce animation to professional standard, learnt how to write scripts and introduce the necessary elements that go into producing an animation.

For my final project I had to produce a promotional video for a company. So, I contacted NMC and discussed

producing a video for their website to attract new clients.

Upon Graduation I contacted Dee in Training to suggest teaching my animation skills to any of her students who may have been interested in learning aspects of animation.

I did a taster workshop to gauge the level of interest in the course.

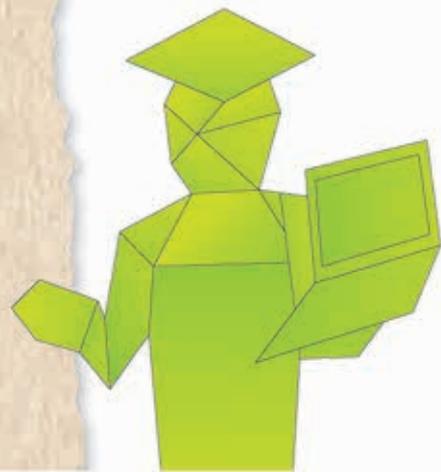
There appeared to be a keen interest from the students. So now I am teaching one lesson

per fortnight. My life at the NMC has come full circle from a student to master.

At the end of the course the students will have produced a ten second animation. Different students work at a different pace which is understandable. All students appear to be enjoying being on the course.

The 5 students who went on the animation course gave extremely positive feedback;

- All 5 were very positive about how the workshop was delivered by Chris
- All 5 wanted to progress to a further level having completed this introduction course
- All 5 said they'd found it enjoyable and fun
- 4 of the 5 said they had learnt new skills



# NMC TITANS

An exciting new development at the NMC is the formation of NMC Titans - a powerchair football team. Powerchair football is an under-represented disability sport which is quickly gaining more publicity and attention. It is played in motorised wheelchairs with a bumper style housing used to strike the ball. It is becoming more popular in the UK with multiple regional leagues and national leagues.

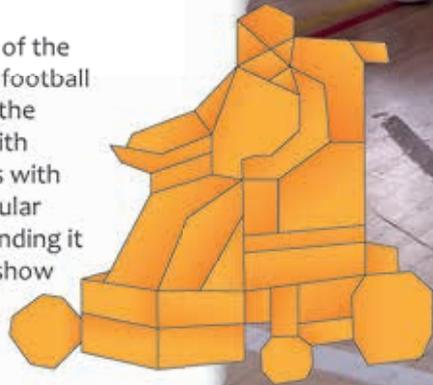
Initially starting out in January 2016 and setting up full time in January 2017 the Titans became the NMC's first sports team. Training on a weekly basis for many months the team has

gained a lot of support and a large following. The team is service user lead, with all but 2 of the committee being service users. The coach and manager are also service users and run the sessions on a weekly basis. The team itself is made up of a wide spectrum of individuals, male and female from 18 to 56. The Titans ethos of inclusion means that anyone who wants to play wheelchair football has the opportunity no matter who they may be.

The NMC Titans have very strong links with Manchester Metropolitan University. We have reached an agreement with MMU regarding a sponsorship deal which includes having their university logo on our

shirts to acknowledge this excellent partnership. Due to this connection with the university they are allowing us to use their fantastic sports hall for training purposes and have allocated storage, in the form of a shipping container, on site to store all our equipment. Researchers at MMU have been working with the Physiotherapy team in the NMC to carry out research on Muscular Dystrophy and the effects of exercise and wheelchair football with initial findings appearing to be very positive.

The effects of the wheelchair football go beyond the physical. With most adults with neuromuscular disorders finding it difficult to show leadership, have



independence, and be confident in communication it is important to encourage situations where this may be developed. The team and sports environment and culture has meant those involved have improved these aspects with some finding it impacting on their life away from the pitch. Players have commented that they are more comfortable in public places and feel as though they can converse with others with more confidence and ease. One player in particular has said it is the biggest motivator in their life at present and that being involved in the team has meant they feel able to work towards anything they desire, and should they not reach the goal have a social network they can talk to. The team has grown beyond the area of play and many new friendships have bloomed, many of the team meeting

up outside to socialise and gain new experiences. The committee is remaining incredibly driven with definite targets in site of where the club can go and what it wants to be and to represent. Some of the important values the club holds are that of inclusion, encouragement and enjoyment, allowing anyone to have a go and attempt to encourage further uptake of physical activity and social events. These are some of the values that the Neuromuscular Centre as a whole promotes strongly. The club is currently self-sustaining requiring no financial support from the NMC however the powerchair football as a sport is a costly one with expensive equipment and maintenance.



NMC Titans are affiliated with the Cheshire Football Association (Cheshire FA) and the Wheelchair Football Association (WFA), these affiliations have meant strong links with other teams and the wider powerchair football community. It also allows us to become a competitive team. The team will make a giant leap in September 2017 by entering and competing in the Northwest Powerchair Football League (NWPFL) where they will compete with other teams from the local area and with the large support from the NMC, friends, family, and supporters the team hopes to excel and push the limits of expectations. Maybe to become the best team in the league or country!

This is a new and still incredibly exciting venture for all those at the NMC, it adds a new dynamic to the centre with regular events to cause excitement and hopefully inspire others.

# SUSTAINABILITY

**T**o ensure the sustainability of the services and opportunities provided

## FUNDRAISING

Aim is to generate income from a range of activities including;

- Securing grants from Charitable Trusts and Foundations
- Secure Local Authority contracts and grants
- Creating and hosting a variety of fundraising events
- Undertake a range of PR activity (including social media) to raise awareness of the NMC's work
- Further developing supporter membership schemes such as NMC

Lottery and regular donations

- Continue to engage with the community including individuals, schools, golf clubs and groups to get them involved and supportive of NMC's work
- Work with corporate supporters to secure sponsorship agreements
- Continue to nurture and develop the supporter base
- Engaging with and supporting fundraising focused volunteers who add capacity at fundraising events, on collection days, etc.
- Nurturing and maintaining the large supporter base



## PHYSIOTHERAPY

- Seek full cost recovery for Physiotherapy from Clinical Commissioning Groups and Local Health Boards

## TRADING

- Maximise the opportunities to generate income through producing commercially competitive Graphic Design and Web Design solutions for customers.

# NMC'S APPROACH TO SUSTAINABILITY

The NMC's established approach to sustainability is to have a broad basket of income sources. We recognise that we have the skill, expertise and clinical professionalism to provide some services which warrant funding support from statutory organisations like the NHS and Local Authorities but

these represent a relatively small proportion of the overall NMC funding need. We aim to maximise the amount of income that the charity can create through the endeavours of our Graphic Design and Print Social Enterprise. This is income we are especially proud of because our own Service User's skills and hard work have created income to support the work of the charity.

The clear majority of income comes from a wide variety of fundraising activities and these are summarised in the section below;

## FUNDRAISING

Another year of excellent performance helped fundraising achieve its budget. The small team is supported by loyal volunteers whose contribution is vital and should not be underestimated. Without our talented army of volunteers, many fundraising activities and events simply couldn't happen.

Community income was strong in 2016-17, with some fantastic opportunities including being the nominated charity for Eaton Golf Club's Charity of the Year, winning an Aviva Community Fund award, being chosen again as charity partner for

a series of Challenge events at Cholmondeley Castle, securing collection days at 3 North West Football Clubs, and benefitting from a Tesco Bags of Help Grant.

We are extremely fortunate to have extraordinarily talented community groups, including the NMC craft club who create and sell a variety of lovely handmade and knitted items at stalls across Cheshire, and our Shed Club who create beautiful bespoke handcrafted tables, planters, newspaper stands and much more. These groups raise thousands a year for NMC and their boundless enthusiasm and passion for what they do is infectious;

we are truly grateful for their continual support. Our fantastic supporters undertook a range of wacky and wonderful activities during the year including climbing Mount Kilimanjaro, taking on the fastest Zip Wire in Europe, a sky dive challenge, a sponsored Ski, The Liverpool Triathlon, a fishing contest and much more.

Income from Charitable Trusts and Foundations performed well with a mix of existing and new grant makers supporting different aspects of NMC's work.

NMC's calendar offered a varied and vibrant collection of fundraising events, including celebrating our 21st Spirit of Christmas carol concert at Chester Cathedral, plus 'Live in the Park'; our outdoor tribute concert at Arley Hall and Gardens in association with Lord and

Lady Ashbrook, our popular Ladies Lunch Series, and our annual Quiz Night at the Grange Junior School and Easter Bunny fun run at Blakemere Village.

New for 2016-17 was a Santa Stroll, which saw participants completing a 5km walk in Christmas-themed fancy dress, with mulled wine stations along the route. It was a very well attended and merry event! We also held a sell-out Gin Tasting Evening at Chester Beer and Wine and a Swing Band and BBQ Cruise aboard the Lady Diana in Chester. Our aim is present an engaging calendar which is continually refreshed and updated to suit our existing supporter base and to encourage new support all the time. Events were overall very well attended during the year.

The fundraising performance during the year was down to the team's ability to avoid over-reliance on one area, to develop and maintain long term relationships to strengthen the supporter base, and to consistently identify opportunities that are financially fruitful.

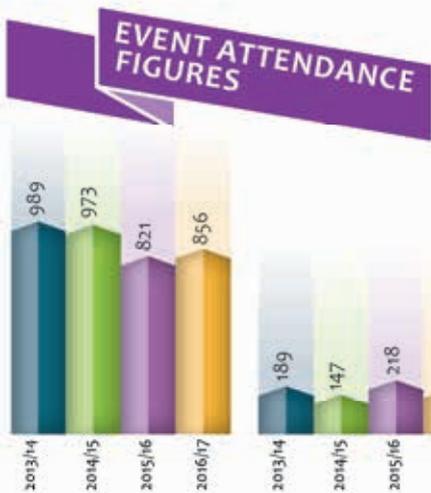
The fundraising performance during the year reflects the team's ability to seek out opportunities which are financially fruitful and help develop long term relationships to strengthen the supporter base.

The diverse nature of the income stream minimises over-reliance on one area and encourages innovation amongst the team. It is well worth reiterating the hugely positive impact volunteers have on NMC's fundraising department, little could be achieved without them.

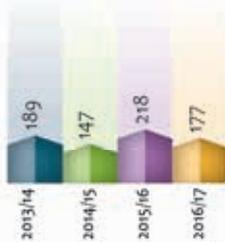




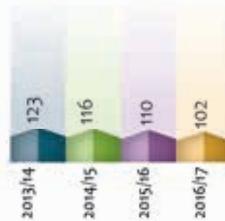
Live in the Park



Spirit of Christmas



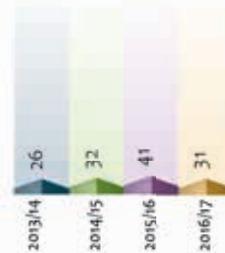
Ladies Events



Jazz Evening



Other



Challenge Events

## EVENT ATTENDANCE FIGURES

### 2015/16 NMC INCOME



This chart showing the breakdown of major income sources reveals some important trends and changes to the mix of funding NMC has.

### 2016/17 NMC INCOME



Income from the Design and Print Social Enterprise fell both in turnover and proportion due largely to staffing issues. 2017/18 offers great opportunity for improvement with the new work space and increased

footfall, and we expect that to be taken advantage of.

The NMC is keen to harbour and encourage entrepreneurialism among its community. The successful launch of the Shed Club in 2015/16 has been followed with a Craft Club and Garden Club, all seeking to become credible income generating streams through participation and enjoyment. We hope to see these areas continue to grow in 2017/18.

Events income remained constant year on year, through a wide variety of innovative events in a very competitive market place. Clinical Commissioning Group (CCG) funding, while down as a proportion year on year, is up from £411k to £428k. We received funding from 53 of the 66 CCGs from which patients attended.

Partner college funding as expected has been cut to nothing as a consequence of the removal of Government Funding to the Further Education sector and the cessation of investment in the training of adults seeking to learn new skills.



# VOLUNTEERS

At the heart of the NMC is a wonderful army of volunteers. This year 351 people donated their time to us; 50 of whom are regular volunteers providing support in 9 main categories: Trustee board, Shed Club, Gardens, Environmental, Crafts, Physiotherapy, Design+Print, One Voice and Fundraising. This table summarises the number of volunteer hours worked for NMC in the year;

Area of Work	No of volunteers	Average hours each	Total Hours	Cost per hour	Total value
Trustee Board	12	25	300	£39.00*	£11,700.00
Environmental/Decorating	5	50	250	£7.20	£1,800.00
Physiotherapy	5	115	675	£7.20	£4,860.00
Design+Print	1	120	120	£7.20	£864.00
Shed Club	6	425	2400	£7.20	£17,280.00
Garden Club	4	200	800	£7.20	£5,760.00
Craft Club	6	30	180	£7.20	£1,296.00
One Voice	5	18	90	£7.20	£648.00
Fundraising					
The Spirit of Christmas	51	5	255	£7.20	£1,836.00
Easter Bunny Run	34	5	170	£7.20	£1,224.00
Community Events	140	4	560	£7.20	£4032.00
Live in the Park at Arley	62	7	434	£7.20	£3,125.00
Bag Packing/Collection	20	2.5	50	£7.20	£360.00
<b>Total</b>	<b>351</b>	<b>-</b>	<b>6284</b>	<b>-</b>	<b>£54,785.00</b>

A total of 6284 hours were worked by Volunteers for NMC during 2016-17. We have tried to apportion a monetary value to all that time kindly donated. For most of the hours we have applied a rate equivalent to the adult minimum wage.

Combine this with our Trustee Board of 12 professional members who give, on average, 25 hours each per year at £39 per hour\* making the total value of NMC's volunteer contribution of £54785.

\*We have used BITC (Business in The Community) rate for volunteer professional time.

The number of volunteer hours given to NMC in the year 2016-17 has fallen by 4%. We have not been conscious of asking less of our volunteer community and reflect that this may be a consequence of the

building project. For example the largest area of reduction was in decorating and environmental volunteers where the building work meant we just were not in a position to need to draw on those offers of help.

#### **A little about what our volunteers do:**

**Garden Club:** Like the beautiful bulbs and plants in the planters and grounds of the NMC, our gardening club has been growing this year and would like to welcome even more volunteers. The spring bulbs brought a delight of colour which has been followed by the summer bedding plants.

**Craft club:** Within the NMC community we have many talented and creative crafters producing an amazing selection of items which they donate for NMC funds.

This year, our crafters have greatly developed and grown the NMC craft club and have been enjoying crafting sessions together. These inspirational volunteers have been sharing their ideas and skills while making a very sought-after range of items using techniques of sewing, quilting, knitting, baking, and card making to name a few.

**One Voice:** Congratulations to the new editorial team of 5 volunteers who have enthusiastically continued to publish this high-quality magazine for our community. The team of volunteers are all regular users of different NMC services themselves and have a wide variety of interests and experiences to contribute.

**Environmental Volunteers:** Tesco Bags of Help volunteers were organised by groundwork Cheshire to dig over and plant some areas destined to become

part of our new Accessible Allotment area.

**Physiotherapy Volunteers:** During 2016-17 the physio team had 5 volunteers providing 675 hours of their time assisting in hydrotherapy and treatment in the department.

**Design and Print Office assistance:** Individuals with an interest in Care or Graphic Design have provided valuable practical help during the year to the Design Team. This has involved things like product finishing off, answering phones or loading and unloading the printers with paper.

**Fundraising volunteers:** And of course, our extraordinary army of fundraising volunteers who fulfill such a huge variety of vital tasks at events, helping with admin, and collections and so much more!



# COMPLIANCE STATEMENT

**W**e have the following formal policies and procedures:

- Disciplinary Policy
- Poor Performance Policy & Procedure
- Sickness Absence Policy & Procedure
- Grievance Policy
- Equal Opportunities Policy
- Harassment Policy
- Equal Pay Policy
- Dignity at Work Policy
- Relationships at work Policy
- Maternity Policy
- Paternity Leave Policy
- Adoption Leave Policy
- Parental Leave Policy
- Time off for Dependents Policy
- Flexible Working Policy
- Health & Safety

- Alcohol & Drugs Abuse Policy
- Bereavement Policy
- Data Protection Policy
- Minibus Policy
- Whistleblowing Policy
- Anti-Bribery Statement
- Child Protection Policy
- Safeguarding Policy
- Environmental Policy Statement

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

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

**We have various insurance policies, including:**

- Employers Liability
- Public Liability
- Commercial Vehicle

**Professional qualifications and accreditation**

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

members of the Chartered Society of Physiotherapy.

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

**Company and charity law**

Company accounts audited are prepared in accordance with the Companies Act 1985. We adhere to the regulations of the Charity Commission, including the Statement of Recommended Practice, Accounting and Reporting (SORP).

# ECONOMIC IMPACT

## NMC buying policy

**W**e aim to spend with local companies if we can and increasingly we have an awareness of the range of goods and services available from the Social Enterprise Sector.

## Money spent with suppliers

In total, NMC spent £353k with our suppliers. We have analysed our spending to establish how much of this figure we have real discretion/choice over supplier. That figure is 82% of the total spend or £291k. This leaves an element of our spending (18%) with suppliers of things like utilities, insurance and banking where we have no

local supplier choice.

Of the expenditure over which we have discretion, we spend 87% (£253k) with local suppliers, which we define to be within 50 miles. We are proud to support local social enterprises and businesses to such an extent and aim to continue to do so.

## Salaries paid

Our salaries paid for 2016-17 were £649k to 50 people (26 FTE's).

All but one of our employees live in the Region, within 30 miles of NMC and the majority within 10 miles. One of our employees lives and works from home in The Netherlands enabled by Skype. We assume that

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

## Volunteer Hours

We estimate that nearly £55,000 worth of volunteer hours were given by our wonderful army of volunteers during 2016-17.

There are 9 main categories of volunteers:

- Trustee Board
- Environmental/Decorating volunteers
- Physiotherapy volunteers
- Shed Club
- Garden Club
- Craft Club
- One Voice
- Design and Print Volunteers
- Fundraising volunteers





### Value of Care provided at NMC

For these Social Accounts, we have done a simple calculation to show the value of what NMC offers.

24 individuals received personal care and support at NMC that enabled them to work approximately 14,697 hours in the year. That monetary value figure is £209k. This value is calculated at an assumed hourly rate of £14.20 (this is the level of funding granted per hour by statutory authorities providing care at home for those in our community).

In providing this though, the NMC spends “only” £72k, i.e. less than 35% of the social value. So just in saved care costs alone for those who come to NMC we can confidently say that we are saving £209k from the Adult Social Care bill and making a net overall saving in care costs of £137k.

### Minibus Service

The service costs £80k in the year to operate. The fleet covered 91,000 miles for this cost. This gives us an overall running cost of 88p per mile (up from 87p per mile last year largely due to increased fuel prices). Considering that for most of our passengers the independent alternative for commuter transport might be a taxi/black cab, for which the average charge for a Taxi is £2.07 per mile (source; [www.taximeter.com](http://www.taximeter.com)). That cost is based on a journey of over 10 miles. The NMC minibus service demonstrates value for money, i.e. 42% of the cost of a taxi.

# ENVIRONMENTAL IMPACT

**N**MC is increasingly aware of its environmental impact. We had a Resource Efficiency Review and Audit carried out in December 2011. Although the audit was completed 5 years ago, this report set the baseline and strategic direction for NMC for the years that followed. The report was produced by a local environmental Social Enterprise, Groundwork Cheshire.

That audit provided us with detailed assessments and measurements of energy and water usage alongside survey results showing inefficient elements of our building infrastructure. It provided us with the

basis on which to prioritise possible future building improvements and some of these elements are now being incorporated into our building project for 2016-17. In particular we now plan to replace the side walls/ windows in design for more energy efficient construction and also to seek funding for solar panel installation.

## **What is NMC's environmental impact?**

In an effort to keep this simple, we have reflected on the costs of our various energy and water usages. During the year there have been changes in ownership of the neighbouring site. These changes have impacted on the provision of timely "like for like"

bills for our utilities. As a consequence we're unable to provide any useful data in this year's Social Accounts and a new base level will be reported in 2016-17 to include the new larger Centre.

- We spent £1,890 in the year on business mileage payments to staff (down 75% on the previous year). The reason for this was that one of our service users needed to use our adapted transport rather than bring himself in.
- We spent £761 on public transport for staff, this is up 11% on the previous year and reflects rail inflation.

## **What do we do well?**

- We are committed to recycling and that is an embedded part of our culture – all glass, paper, plastics and cans are recycled or reused.
- We continue to be vigilant on thermostat and boiler settings to ensure waste is minimised.
- We continue to work to reduce minibus fuel usage
  - We actively encourage economical driving – during the year, our fleet has covered 90,000 miles and used 11,000 litres of diesel, giving an average fuel



consumption of nearly 35 m.p.g. versus manufacturers claimed average consumption of 32-36 m.p.g. and last year's average of 33 m.p.g.

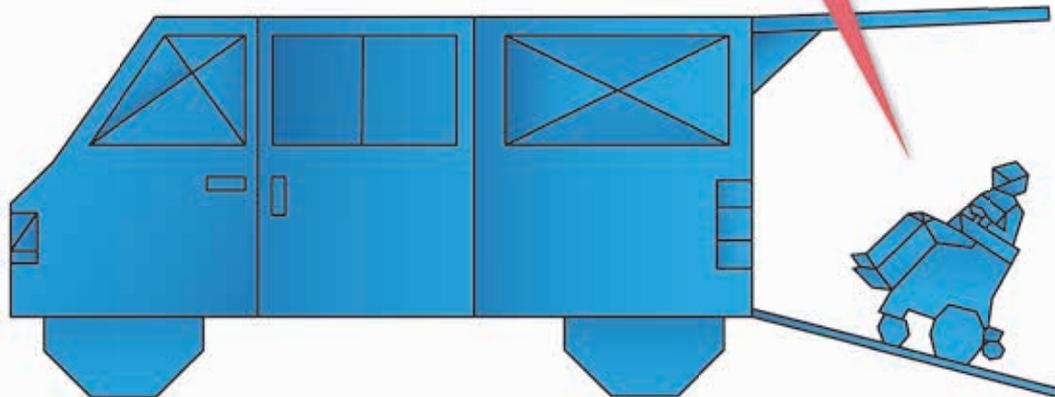
#### Key new developments this year

- We installed solar panels in the year. We aim to include an analysis of benefit in our 2017-2018 Social Accounts.

- Shed Club has gathered pace this year. Part of the ethos and enthusiasm of the NMC's Shed Club is to re-use otherwise scrap materials. During 2015-16 they have recycled over 270 wooden pallets into a range of garden planters and furniture. Their commitment to recycling is infectious and they have encouraged many in the NMC community to keep and look out for

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

**THE BEST THING ABOUT NMC IS THE FRIENDLY, SUPPORTIVE TEAM. THE PHYSIOS ARE BRILLIANT... AND THE GYM IS GREAT!**



# CONCLUSIONS AND SUMMARY

**T**hese Social Accounts demonstrate that NMC has performed strongly against our objectives in 2016-17.

Most of the aspects of the services provided have grown or developed in the year. Where activities have not gone so well, we have explained why and what our response to that has been.

## **Conclusions – Physical, Emotional and Mental Well-being**

We have achieved a wide reaching impact for a record number of people in the year. The Physiotherapy team have treated more people than ever. The Complementary Therapist has seen more people and her impact has

been greater than ever. Our new focus towards Emotional and Mental Well-being is just beginning but already it is clear from the responses and comments of our Service Users and Carers that NMC is hugely positive force in their lives.

## **Conclusions – Quality of Life**

The NMC recognises the positive impact that it can have on Quality of Life and, as a result, plans to hold more events like the family days held at Jodrell Bank and at the NMC. Our stakeholders point to these as a real high point when families can come together and share stories, learn from others or just have a great day out as a family.

**Conclusions – Enabling Fulfilling and Productive Lives**  
NMC Design+Print has had a steady year. Our design team have sought out and won new contracts and done a wide range of high quality innovative work for customers.

The Design company has also provided several inspiring work experiences to build confidence among young people uncertain how the world of work will unfold for them.

The NMC's Chief Executive and Support Manager both regularly invest time in supporting individuals already established in employment to remain in employment, or potentially access new employment, through discussion, providing expert

information and reassurance to employers and employees alike. This work feels undervalued at the moment and we plan to monitor and track more closely in the coming year.

## **Conclusions - Developing Potential**

We continue to provide the same high standard of Training in Graphic Design and we continue to recognise successful students by awarding our own NMC Certificates of Achievement.

The year has seen a broadening of the range of courses to include Life Skills, Photography, Animation and Music and there is clearly demand to continue to expand and develop that range.



# ACTIONS

- 1 Opportunity of the new larger building to hold professional training events, conferences and family days
- 2 Develop a more extensive Carers activity programme for 2017-18
- 3 Shed club to develop into a Social Enterprise
- 4 Other embryo Social Enterprise activity to be encouraged and nurtured
- 5 Continue to develop the range of psychological and counselling services in partnership with local Universities
- 6 Extend the range of (and expand existing) treatment services offered by the Physiotherapy team
- 7 Develop the range of Life Skills workshops further to complement our existing work under Objective 4 – Developing Potential
- 8 In next year's Social Accounts seek to demonstrate impact of increased provision of acupuncture in managing pain



## Overall

It has been an immensely rewarding and positive year of success on all our objectives.

## THANK YOU

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

Liz Allen - The Connectives – Chair  
Katrina Michel – Marketing Cheshire  
Dr Christian de Goede – Consultant Paediatric Neurologist, Preston

# APPENDIX 1 GLOSSARY OF TERMS

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

# APPENDIX 2

## MAPPING STAKEHOLDERS WORKSHEET NAME OF THE ORGANISATION: NMC STAKEHOLDER ANALYSIS

Key Stakeholders	Other Stakeholders
<p>Individuals with neuromuscular conditions</p> <ul style="list-style-type: none"> <li>• Physiotherapy clients</li> <li>• Employees</li> <li>• Hydro clients</li> <li>• Students (Centre+Home)</li> <li>• 13+ Transition</li> </ul> <p>Carers</p>	<p>Past students</p> <p>Other Family Members</p>
<p>Staff: paid and voluntary</p> <p>Salaried staff with Muscular Dystrophy - 5</p> <p>Permitted work staff with Muscular Dystrophy - 18</p> <p>Other salaried staff - 23</p> <p>Volunteers</p> <ul style="list-style-type: none"> <li>• Physiotherapy</li> <li>• Shed Club/Garden Club/Craft Club</li> </ul> <p>Students on placement</p> <ul style="list-style-type: none"> <li>• Physiotherapy students</li> <li>• Social Work Students</li> <li>• Events management students</li> </ul>	<p>Fundraising</p> <p>Garden/Site/Maintenance</p>

Key Stakeholders	Other Stakeholders
<p>Trustees</p>	
<p>Partner organisations</p> <ul style="list-style-type: none"> <li>• Universities - MMU, Keele, Liverpool, Chester</li> <li>• Hebden Green Community School</li> <li>• Cheshire &amp; Warrington Carers Trust</li> <li>• Cheshire Centre for Independent Living</li> </ul>	
<p>Professionals</p> <ul style="list-style-type: none"> <li>• Regional Care Advisors (NHS)</li> <li>• Social Workers/Occupational Therapists</li> <li>• Schools/SENCO's</li> <li>• Other Muscular Dystrophy charities</li> <li>• NHS Physiotherapy</li> <li>• GP's</li> <li>• Researchers</li> <li>• Transition co-ordinators</li> </ul>	
<p>Specialist Neuromuscular Clinicians</p> <ul style="list-style-type: none"> <li>• Specialist Clinic teams at Oswestry, Walton, Manchester, Birmingham, Preston, London, Oxford, Derby and Leicester</li> </ul>	

Key Stakeholders	Other Stakeholders
Financial/supporters/funders <ul style="list-style-type: none"> <li>• CCG's</li> <li>• Local authorities - transitions, Carers, adult social care</li> <li>• Individual donors</li> <li>• Trusts</li> <li>• Corporates</li> <li>• Groups</li> </ul>	Auditors Design Customers Cheshire Connect (Skills Share Charity) CVS Chester and Cheshire East
Suppliers <ul style="list-style-type: none"> <li>• Event venues/suppliers</li> <li>• Adapted equipment</li> <li>• Design supplies/printers</li> </ul>	<ul style="list-style-type: none"> <li>• General supplies</li> <li>• Builders/maintenance</li> <li>• ICT support - Axon</li> <li>• Minibus maintenance</li> <li>• Cleaner</li> </ul>
Local community	Local residents, businesses and other organisations (e.g. Police HQ)
	Wider community Press/media
Regulatory bodies  Cheshire West and Chester Council Environmental Health (acupuncture service)	NCFE, BTEC qualification body ITQ qualification body Chartered Physiotherapy Society



# APPENDIX 3 LIST OF REFERRING PROFESSIONALS AND AGENCIES

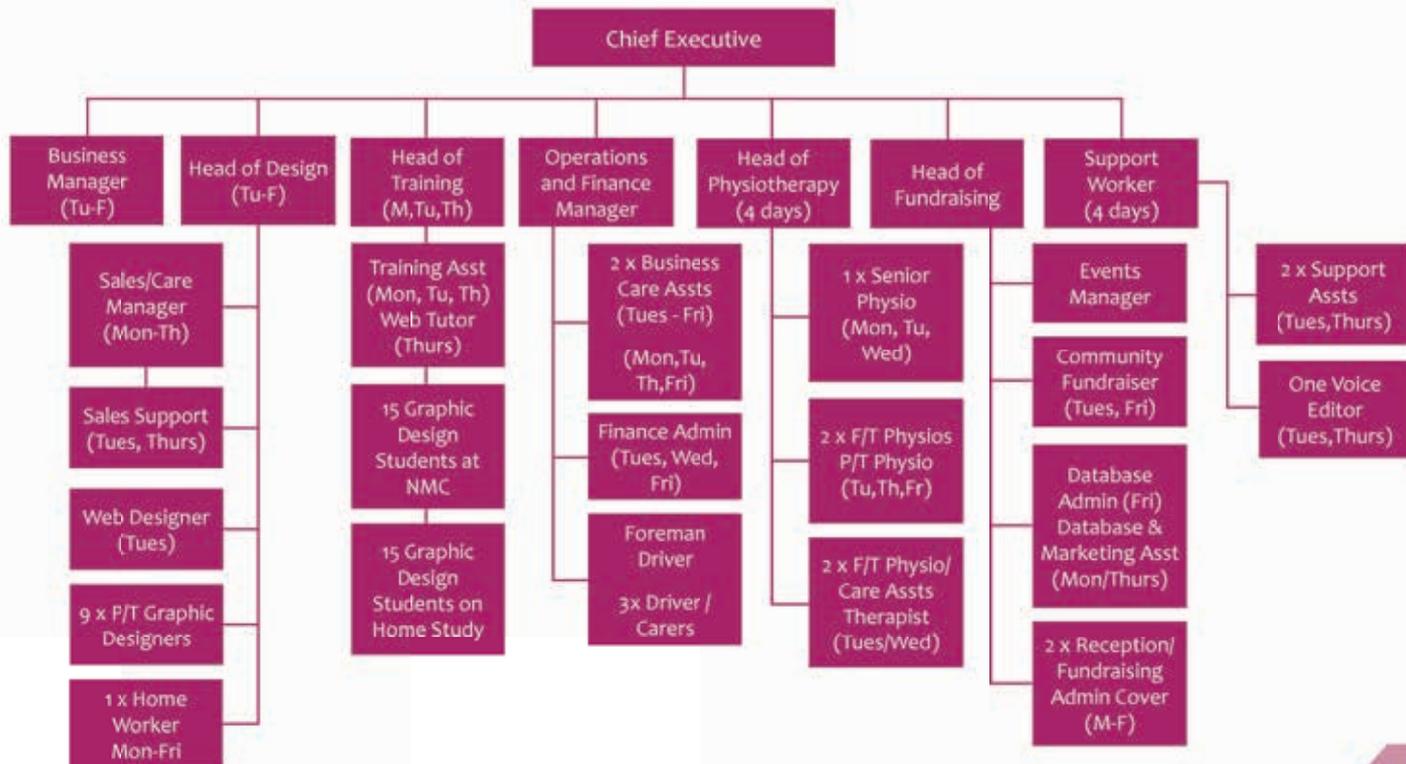
75% of referrals for Physiotherapy are received from GP's. In practice, we know that the majority of these are as a result of the patient drawing the GP's attention to the existence and availability of NMC services.

The following specialist consultants have referred patients to NMC

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

# APPENDIX

# NMC STAFFING STRUCTURE



# ANNUAL REPORT AND FINANCIAL STATEMENTS

## NeuroMuscular Centre

Company Limited by Guarantee

Annual Report and Financial Statements for the year ended 31 March 2017

## LEGAL AND ADMINISTRATIVE INFORMATION

### TRUSTEES

S Clough  
D Coy  
A Craig  
G Edwards (Chair)  
D Leather  
E Sands  
S McDowell (not a director)  
R Quinlivan (not a director)

### CHIEF EXECUTIVE

M Lanham

### SECRETARY

B Dale

### CHARITY NUMBER

1023606

### COMPANY NUMBER

2806607

### REGISTERED OFFICE

Woodford Lane West  
Winsford  
Cheshire  
CW7 4EH

### AUDITORS

BWM  
Castle Chambers  
43 Castle Street  
Liverpool  
L2 9SH

### BANKERS

Barclays Bank PLC  
21 Dingle Walk  
Winsford  
Cheshire  
CW7 1AG

Coventry Building Society  
Economic House  
P O Box 9  
High Street  
Coventry  
CV1 5QN

### SOLICITORS

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

### TRUSTEES' REPORT

The trustees present their report and accounts for the year ended 31 March 2017.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)"

### OBJECTIVES AND ACTIVITIES

The NMC is the Centre of Excellence for people with Muscular Dystrophy.

### 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 OBJECTIVES

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

- Physiotherapy assessments
- Physiotherapy treatments
- Hydrotherapy
- Active exercise programmes
- Advice and support
- Supporting families in transition
- Provide personal care
- Support and breaks for carers
- Accredited Graphic Design Training courses -NCFE and BTEC
- Accredited IT Training courses
- Employment opportunities in Graphic Design (in the Social Enterprise; NMC Design+Print), Administration and Fundraising.
- Provide transport for Students and Employees to enable maximum independence and opportunity.

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

Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

The charity has established a well-respected graphic design business, NMC Design+Print, in which the variety of skills and talents of the individuals can be employed, developed and rewarded under both salaried and permitted

work arrangements. The NMC provides wheelchair-adapted transport for individuals attending the Centre.

### NMC STRATEGIES STRATEGY OVERVIEW FOR 2016-2019

There are 8 strategic objectives:

Our Eight Strategic Priorities to achieve our goals are:

1. **Meeting the demands for our services** throughout the new build upheavals while maintaining our culture, values, levels of satisfaction and achievements.
2. **Realising the potential of the new building** by delivering expanded, innovative services, encouraging entrepreneurialism, delivering conference

facilities and reviewing processes, systems and databases to meet demand.

3. **Reviewing “people resources”** to meet increased demands including mini bus drivers/carers, site caretaker/handyman, conference manager.
4. **Changing our approach to training & development**, by reviewing life skills and college delivery needs, meeting 13-25 year olds’ and users’ support needs.
5. **Meeting the challenges of the changing marketplace** by focusing on the demand for Design and Print’s distinctive, creative and talented design skills, while retaining the full functionality of a traditional D&P company.

6. **Expanding transition services for 13-25 year olds** through placements, work experience, well-being activities, structured training and development support.
7. **Revising IT infrastructure and systems** to meet user-led, more interactive/ social enterprise-related support needs, using IT to spearhead the wide range of new ideas, interactive “chat” helplines on web site, instant access support information, appointment reminders for users and social media communications.
8. **Building on our excellent communications and centre of excellence reputation**, with a targeted range of communications to raise awareness of our

reputational standing with all our stakeholder groups and the wider community, and to reassure during the building disruption.

#### **VOLUNTEER HELP**

NMC has a strong group of volunteers working in:

- Fundraising - mainly supporting 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 AND PERFORMANCE**

##### **PERFORMANCE AGAINST OBJECTIVES FOR 2016-17**

These were the objectives;

- Manage the Build Project to expand NMC by 70% in a way that ensures Physical and Financial targets are achieved. Specifically ensuring;
- Continued uninterrupted safe service for all; Involvement of Staff and Service Users so that our community feels that they are part of shaping what is achieved.

- Continue to work to develop and expand Design and Print. Getting the Social Enterprise ready to fully exploit the opportunity of their new “front of house” position in expanded NMC.
- Nurture and develop burgeoning enterprises within NMC -notably Shed Club and Garden/ Allotment club.
- Work with Keepmoat (Contractor on neighbouring site) to ensure NMC and our users are kept safe and not inconvenienced.
- Commit to the King’s Fund winners network and Cascading Leadership programme and bring maximum benefits back to NMC from learning and benchmarking.
- Negotiate and finalise a new extended lease period for NMC

- with CWAC. NMC has agreed a new 60 year peppercorn lease to begin later in 2017
- Plan a refreshed future for NMC Training to better reflect current demand and need.
- Build on the outstanding success of NMC’s first ever Symposium event and develop more similar events to help broaden understanding of our work.

*All achieved.*

*The completion of the major building development project at the Centre during the year is of historic importance to our charity This activity on site, and the funding activity to make it possible, has dominated many aspects of the NMC year. Nonetheless we have been pleased and proud to have maintained all our usual services throughout*

*the whole building project. This avoidance of major disruption, along with a finished new building offering huge new potential, has been an incredible achievement resulting from great teamwork and great contractors.*

### **FUNDRAISING PERFORMANCE**

Trust and corporate income £454k  
 Community donations £296k  
 Events income £119k  
 Statutory income £428k  
 Design+Print income £89k

### **PLANS FOR 2016-17**

- Develop a more “whole family” approach to the work of the charity. Aim to support more siblings, parents and partners as well as those with a neuromuscular condition.
- Consider the opportunities and

implications of the new 60 year peppercorn lease for the NMC site.

- Explore and plan to develop psychology services.
- Continue to reshape the NMC’s Learning and Training offer. As well as Graphic Design courses, develop Music, Animation, Photography, Life Skills and more to meet a wider range of demand.
- Develop Social Enterprise activity further. Maximise the opportunity provided by the new customer entrance to the Design and Print studio to grow the trading activity.
- Develop the new Family and Professional Event Space and market it to a variety of external groups to encourage a wider range of people to come to NMC.

- Develop the Specialist Accessible Gym. Enable this to become a drop-in facility and consider extended opening, including on Saturdays.
- Continue to work closely with local University research teams. We will particularly work with the MMU Researchers working on the impact of exercise on muscular dystrophy.
- Work with Keepmoat to ensure satisfactory new boundary arrangements for our site and maximising opportunities to enhance our site visually and functionally.
- As winners of the Queen's Award for Voluntary Service we will plan to maximise the benefits for NMC and our volunteers.

- We will continue to play an active role in the King's Fund GSK IMPACT Award winners national network. We will aim to bring new learning and approaches from this network to strengthen and develop NMC further.

#### **FINANCIAL REVIEW**

- An exceptionally strong financial performance based on a wide variety of sustainable income streams.
- An excellent fundraising performance has enabled our overall excellent financial performance.
- We plan that Design+Print revenues will grow further in the next 12 months.
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and

Chester Council but no up to date valuation is available.

- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 4 month running costs throughout 2016-17.

#### **RESERVES POLICY**

NMC recognises the need to build and maintain adequate reserves, to ensure that the charity has a financial buffer proportionate to its normal scale of operations. In doing so, this will reduce the financial risk to the charity and help ensure that its services are sustainable.

The policy sets out a goal of staying above the following thresholds:

1. A minimum amount of total unrestricted reserves of £250,000

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

The overall total is equivalent to approximately 4 months of annual spend and approximately 6 months of annual payroll. The Trustees believe that this is a reasonable and proportionate "buffer" to retain against the risk of unseen problems.

The current reserves level is £974k, with free reserves being £177k. The NMC's planned building expansion will offer opportunities to increase service delivery, and also provide other new services. Reserves have been built to enable the NMC to properly fund the enhanced offering post-build.

## RISK MANAGEMENT

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

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

- Financial sustainability; recognising that maintaining income levels is essential to the charity's financial sustainability. The charity continues to monitor the risks associated with its diverse voluntary income streams
- Reputation and brand; the charity monitors the risks associated with all aspects of reputation and has put in place strategies to reach and engage with beneficiaries and other organisations.
- Recruitment and retention of staff: the

charity aims to be an organisation where staff are supported and developed and where employees have a sense of fulfilment. During the year all managers participated in a bespoke management development programme to extend their skills.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

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

The NMC has a wholly owned dormant subsidiary, NMC Trading Limited. The trustees, who are also the directors for the purpose of company law,

and who served during the year were:

S Clough  
D Coy  
A Craig  
G Edwards (Chair)  
D Leather  
E Sands  
S McDowell (not a director)  
R Quinlivan (not a director)

## 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 process.

## AUDITORS

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

## DISCLOSURE OF INFORMATION TO AUDITORS

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

## SMALL COMPANY PROVISIONS

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

Companies Act 2006.

On behalf of the board of trustees



**G Edwards (Chair)**  
Trustee

Dated: 5 October 2017

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.

## TO THE MEMBERS OF NEUROMUSCULAR CENTRE

We have audited the accounts of NeuroMuscular Centre for the year ended 31 March 2017 which comprise the Statement of Financial

Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102.

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 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume

responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

### **RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of NeuroMuscular Centre for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **SCOPE OF THE AUDIT OF THE ACCOUNTS**

A description of the scope of an audit of financial statements is provided on the FR C's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **OPINION ON ACCOUNTS**

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 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.

### **OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

In our opinion, based on the work undertaken in the course of our audit, the information given in the Trustees' Report for the financial year for which the accounts are prepared is consistent with the accounts, and 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.



We have nothing to report in respect of the following matters where 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 accounts 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 exemption in preparing the trustees' report (which is also the directors' report for the purposes of company law) and take advantage of the small companies exemption from the requirement to prepare a strategic report.

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

**Chartered Accountants  
Statutory Auditor**

Castle Chambers  
43 Castle Street  
Liverpool  
L2 9SH

Dated: 13 October 2017

**STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	Unrestricted funds	Restricted funds	Total 2017	Total 2016
		£	£	£	£
<b>Income from:</b>					
Donations and legacies	3	373,392	376,884	750,276	532,305
Charitable activities	4	516,434	-	516,434	539,624
Fundraising events	5	118,889	-	118,889	123,458
Investments	6	2,821	-	2,821	2,012
Other	7	500	-	500	-
<b>Total income</b>		<b>1,012,036</b>	<b>376,884</b>	<b>1,388,920</b>	<b>1,197,399</b>
<b>Expenditure on:</b>					
Raising funds	8	173,997	-	173,997	149,596
Charitable activities	9	850,902	44,894	895,796	763,038
<b>Total expenditure</b>		<b>1,024,899</b>	<b>44,894</b>	<b>1,069,793</b>	<b>912,634</b>
<b>Net (expenditure)/income</b>		<b>(12,863)</b>	<b>331,990</b>	<b>319,127</b>	<b>284,765</b>
Transfers between funds	22	422,675	(422,675)	-	-
<b>Net income for the year/New movement in funds</b>		<b>409,812</b>	<b>(90,685)</b>	<b>319,127</b>	<b>284,765</b>
<b>Reconciliation of funds</b>					
Fund balance at 1 April 2016		563,811	90,685	654,496	369,731
<b>Fund balance at 31 March 2017</b>		<b>973,623</b>	<b>-</b>	<b>973,623</b>	<b>654,496</b>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006. The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**BALANCE SHEET**

	Notes	2017	2017	2016	2016
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		796,238		199,420
Investments	15		9		9
			<u>796,247</u>		<u>199,429</u>
<b>Current assets</b>					
Debtors	17	110,608		102,649	
Cash in bank and in hand		<u>302,096</u>		<u>445,348</u>	
		412,704		547,997	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	19	<u>(235,328)</u>		<u>(92,930)</u>	
Net current assets			<u>177,376</u>		<u>455,067</u>
<b>Total net assets</b>			<u><b>973,623</b></u>		<u><b>654,496</b></u>
<b>The funds of the charity:</b>					
Restricted funds	22		-		90,685
<u>Unrestricted funds</u>					
Designated funds	23	-		310,000	
Unrestricted fund represented by fixed assets		796,247		199,429	
Free reserves		<u>177,376</u>		<u>54,382</u>	
General unrestricted funds		<u>973,623</u>		<u>253,811</u>	
Total unrestricted funds			<u>973,623</u>		<u>563,811</u>
Total charity funds			<u><b>973,623</b></u>		<u><b>654,496</b></u>

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	Notes	2017	2017	2016	2016
		£	£	£	£
<b>Cash flows from operating activities</b>					
Net cash provided by operating activities	26		524,703		308,215
<b>Investing activities</b>					
Purchase of tangible fixed assets		(671,275)		(20,366)	
Proceeds on disposal of tangible fixed assets		500		-	
Interest received		2,821		2,012	
<b>Net cash used in investing activities</b>			(667,954)		(18,354)
<b>Net (decrease)/increase in cash and cash equivalents</b>			(143,251)		289,861
Cash and cash equivalents at beginning of year			445,348		155,486
<b>Cash and cash equivalents at end of year</b>			<b>302,096</b>		<b>445,348</b>

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

The financial statements were approved by the trustees and authorised for issue on 5 October 2017 and are signed on its behalf by:



**G Edwards (Chair)**  
Trustee

## 1 ACCOUNTING POLICIES

### CHARITY INFORMATION

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

#### 1.1 ACCOUNTING CONVENTION

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

commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

The accounts have been prepared on the historical cost convention. The principal accounting policies

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

#### 1.2 GOING CONCERN

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

### 1.3 CHARITABLE FUNDS

Funds held by the charity are:

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

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

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

#### 1.4 INCOME

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

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

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

the preconditions for use have been met.

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

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

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

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

Interest is included when receivable by the charity.

#### 1.5 EXPENDITURE

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

#### *Raising funds*

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

#### *Charitable expenditure*

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

#### *Governance costs*

These represent costs associated with meeting the constitutional and statutory

requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

## **1.6 TANGIBLE FIXED ASSETS**

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

Individual fixed assets costing £1,000 or more are capitalised at cost, including any expenses of acquisition.

Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

- Short leasehold property

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

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

## **1.7 FIXED ASSET INVESTMENTS**

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

## **1.8 IMPAIRMENT OF FIXED ASSETS**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an

impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

## **1.9 CASH AND CASH EQUIVALENTS**

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

## **1.10 FINANCIAL INSTRUMENTS**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the

charity becomes party to the contractual provisions of the instrument.

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

## **BASIC FINANCIAL ASSETS**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the

future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

### **BASIC FINANCIAL LIABILITIES**

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

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

Trade creditors are obligations to pay for goods

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

### **DERECOGNITION OF FINANCIAL LIABILITIES**

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

### **1.11 EMPLOYEE BENEFITS**

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

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

### **1.12 RETIREMENT BENEFITS**

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

### **1.13 TAXATION**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid.

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

### **CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

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



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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	Unrestricted funds	Restricted funds	Total 2017	Total 2016
	£	£	£	£
<b>3 Donations and legacies</b>				
Donations and gifts	373,392	376,884	750,276	471,393
Legacies receivable	-	-	-	60,912
	<u>373,392</u>	<u>376,884</u>	<u>750,276</u>	<u>532,305</u>
<b>For the year ended 31 March 2016</b>	<u>427,427</u>	<u>104,878</u>		<u>532,305</u>

**Donations and gifts**

Community donations	25,109	271,000	296,109	169,860
Trust corporate donations	348,283	105,884	454,167	301,533
	<u>373,392</u>	<u>376,884</u>	<u>750,276</u>	<u>471,393</u>

	Physiotherapy	Supporting employment	Training	Total 2017	Total 2016
	£	£	£	£	£
<b>4 Charitable activities</b>					
Income within charitable activities	<u>427,598</u>	<u>88,836</u>	-	<u>516,434</u>	<u>539,624</u>
Unrestricted funds	<u>427,598</u>	<u>88,836</u>	-	<u>516,434</u>	-
<b>For the year ended 31 March 2016</b>					
Unrestricted funds	<u>411,274</u>	<u>108,048</u>	<u>20,302</u>		<u>539,624</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
	£	£
<b>5 Fundraising events</b>		
Fundraising event	118,889	123,458
All income from fundraising events is unrestricted (2016-unrestricted)		
<b>6 Investments</b>		
Interest receivable	2,821	2,012
<b>7 Other income</b>		
Net gain on disposal of tangible fixed assets	500	-
<b>8 Raising funds</b>		
<u>Costs of generating donations and legacies and events</u>		
Promotion	68,585	52,548
Staff costs	97,705	92,712
Support costs (see note 10)	7,707	4,336
Costs of generating donations and legacies and events	173,997	149,596
<b>For the year ended 31 March 2016</b>		
Unrestricted funds		149,596

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2017	Total 2016
	£	£	£	£	£	
<b>9 Charitable activities</b>						
Staff costs	188,328	39,143	71,658	29,338	328,467	320,652
Share of support costs (see note 10)	96,646	260,312	176,933	28,513	562,404	437,081
Share of governance costs (see note 10)	1,232	1,231	1,231	1,231	4,925	5,305
	<b>286,206</b>	<b>300,686</b>	<b>249,822</b>	<b>59,082</b>	<b>895,796</b>	<b>763,038</b>
<b>Analysis by fund</b>						
Unrestricted funds	265,638	276,360	249,822	59,082	850,902	
Restricted funds	20,568	24,326	-	-	44,894	
	<b>286,206</b>	<b>300,686</b>	<b>249,822</b>	<b>59,082</b>	<b>895,796</b>	
<b>For the year ended 31 March 2016</b>						
Unrestricted funds	236,501	199,314	248,917	55,835		740,567
Restricted funds	8,155	14,316	-	-		22,471
	<b>244,656</b>	<b>213,630</b>	<b>248,917</b>	<b>55,835</b>		<b>763,038</b>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	Support costs	Governance costs	2017	2016	Basis of allocation
	£	£	£	£	
<b>10 Support costs</b>					
Staff costs	222,645	-	222,645	205,522	Estimated on the basis of time spent
Depreciation	74,458	-	74,458	25,426	Estimated on the basis of usage
Utilities and communications	17,310	-	17,310	15,371	Estimated on the basis of floor area/usage
Travel	25,315	-	25,315	30,185	Estimated on the basis of floor area/usage
Printing	71,813	-	71,813	92,717	Estimated on the basis of usage
Maintenance	81,738	-	81,738	30,866	Estimated on the basis of usage
Insurance and general expenses	76,832	-	76,832	41,330	Estimated on the basis of usage
Audit fees	-	2,400	2,400	2,500	Equally between activities
Accountancy	-	2,400	2,400	2,400	Equally between activities
Legal and professional	-	125	125	405	Equally between activities
	<b>570,111</b>	<b>4,925</b>	<b>575,036</b>	<b>446,722</b>	
Analysed between					
Fundraising	7,707	-	7,707	4,336	
Charitable activities	562,404	4,925	567,329	442,386	
	<b>570,111</b>	<b>4,925</b>	<b>575,036</b>	<b>446,722</b>	

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
	£	£
<b>11 Auditors' remuneration</b>		
The analysis of auditor's remuneration is as follows:		
Fees payable to the company's auditor and its associates for the audit of the company's annual accounts	2,400	2,500
All other non-audit services	2,400	2,400

### 12 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, and no trustees were reimbursed expenses (2016, no trustees were reimbursed expenses).

	2017	2016
	Number	Number
<b>13 Employees</b>		
<b>Numbers of employees</b>		
The average monthly number employees during the year was:		
Charitable activities	17	18
Fundraising	3	3
Administration	1	1
	<u>21</u>	<u>22</u>
<b>Employment costs</b>		
Wages and salaries	574,735	548,457
Social security costs	40,313	37,875
Other pension costs	33,769	32,554
There were no employees whose annual remuneration was £60,000 or more.	<u>648,817</u>	<u>618,886</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	Short leasehold property	Fixtures, fittings & equipment	Total
	£	£	£
<b>14 Tangible fixed assets</b>			
<b>Cost</b>			
At 1 April 2016	445,976	221,631	667,607
Additions	563,444	107,831	671,275
Additions	-	(58,629)	(58,629)
At 31 March 2017	<u>1,009,420</u>	<u>270,833</u>	<u>1,280,253</u>
<b>Depreciation</b>			
At 1 April 2016	283,398	184,789	468,187
Depreciation charged in the year	31,771	42,686	74,457
Eliminated in respect of disposals	-	(58,629)	(58,629)
At 31 March 2017	<u>315,169</u>	<u>168,846</u>	<u>484,015</u>
<b>Carrying amount</b>			
At 31 March 2017	<u>694,251</u>	<u>101,987</u>	<u>796,238</u>
At 31 March 2016	<u>162,578</u>	<u>36,842</u>	<u>199,420</u>

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

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	Notes	Other investments
		£
<b>15 Fixed asset investments</b>		
<b>Cost or valuation</b>		
At 1 April 2016 & 31 March 2017		9
<b>Carrying amount</b>		
At 31 March 2017		9
At 31 March 2016		9
		2017
		2016
		£
Other investments comprise:		
Investments in subsidiaries	16	9

## 16 Subsidiaries

Details of the company's subsidiaries at 31 March 2017 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	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	2017	2016
		£	£
<b>17 Debtors</b>			
<b>Amounts falling due within one year:</b>			
Trade debtors		95,011	86,176
Other debtors		1,177	871
Prepayments and accrued income		14,420	15,602
		<b>110,608</b>	<b>102,649</b>
<b>18 Financial instruments</b>			
<b>Carrying amount of financial assets</b>			
Debt instruments measured at amortised cost		397,107	531,524
Equity instruments at cost less impairment		9	9
		<b>397,116</b>	<b>531,533</b>
<b>Carrying amount of financial liabilities</b>			
Measured at amortised cost		169,446	17,785
<b>19 Creditors: amounts falling due within one year</b>			
Other taxation and social security		11,228	11,095
Deferred income	20	54,654	64,050
Trade creditors		26,852	12,238
Amounts due to subsidiary undertakings		9	9
Accruals		142,585	5,538
		<b>235,328</b>	<b>92,930</b>
<b>20 Deferred income</b>			
Total deferred income at 1 April 2016		64,050	21,138
Amounts received in year		54,654	58,899
Amounts credited to statement of financial activities		(64,050)	(21,138)
		<b>54,654</b>	<b>64,050</b>

## 21 Retirement benefit schemes

### Defined contribution schemes

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

The charge to profit and loss in respect of defined contribution schemes was £33,769 (2016 - £32,554).

## 22 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance at 31 March 2017
	Balance at 1 April 2016	Incoming resources	Resources expended	Transfers	
	£	£	£	£	£
Building fund	64,500	287,675	-	(352,175)	-
Physiotherapy fund	5,635	3,195	(8,830)	-	-
Support worker fund	-	24,326	(24,326)	-	-
Other funds	20,550	61,688	(11,738)	(70,500)	-
	<b>90,685</b>	<b>376,884</b>	<b>(44,894)</b>	<b>(422,675)</b>	<b>-</b>

*Building fund* - to meet increasing demand for services, the NeuroMuscular Centre has expanded the building. All building work has been completed in the year.

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

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

*Other funds* - these funds provide pieces of equipment or other projects to further the objects of the charity.

Transfers represent the expenditure on fixed assets in the year.

Restricted income in 2016/17 includes £4,411 from the Health and Social Care Volunteering Fund, specifically for Support Worker services and £75,000 from the Henry Smith Charitable Trust for the building project.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

### 23 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds				Balance at 31 March 2017
	Balance at 1 April 2016	Incoming resources	Resources expended	Transfers	
	£	£	£	£	£
Building fund	310,000	-	-	(310,000)	-
	<u>310,000</u>	<u>-</u>	<u>-</u>	<u>(310,000)</u>	<u>-</u>

The building project has been designated by the trustees to increase capacity and improve future services. All building work has been completed in the year.

### 24 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2017	2016
	£	£
Aggregate remuneration	<u>60,375</u>	<u>59,103</u>

As at 31 March 2017, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2016, £9). No guarantees have been given or received.

### 25 Company limited by guarantee

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
	£	£
<b>26 Cash generated from operations</b>		
Net income for the year (as per the Statement of Financial Activities)	319,127	284,765
<b>Adjustments for:</b>		
Investment income recognised in profit or loss	(2,821)	(2,012)
Gain on disposal of tangible fixed assets	(500)	-
Depreciation and impairment of tangible fixed assets	74,458	25,426
<b>Movements in working capital:</b>		
Increase in debtors	(7,959)	(12,265)
Increase in creditors	151,794	7,150
Increase in deferred income	(9,396)	5,151
<b>Net cash provided by operating activities</b>	<b><u>524,703</u></b>	<b><u>308,215</u></b>

# SOCIAL AUDIT STATEMENT

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Matthew Lanham and Ben Dale at the Social Audit Panel meeting held on 25th October 2017. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the commentary of the Social Audit Panel meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

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

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- i) Seek to demonstrate impact of increased provision of acupuncture in managing pain
- ii) Consider inclusion of additional key stakeholder groups for breadth of feedback

The members of the Social Audit Panel were:

**Liz Allen**  
Chair, Director of The Connectives

**Katrina Michel**  
Marketing Cheshire

**Dr Christian de Goede**  
Consultant Paediatric Neurologist, Preston

Signed:

**Chair of the Social Audit Panel**

Dated: 4th December 2017

\* The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of The Neuromuscular Centre, Woodford Lane West, WINSFORD CW7 4EH. Members of the Social Audit Panel have acted in an individual capacity.





NMC Design + P...

NeuroMuscular  
Centre

LOADING  
BAY



# NeuroMuscular Centre

Woodford Lane West, WINSFORD, Cheshire, CW7 4EH

01606 860911

matthew.lanham@nmcentre.com

www.nmcentre.com

Registered Charity No. 1023606



**NMC DESIGN + PRINT**

Produced by NMC Design + Print • Tel 01606 863464

A social enterprise forming part of The NeuroMuscular Centre, working with muscular dystrophy



**SocialFirms UK**

