

NEUROMUSCULAR CENTRE

England & Wales · Charity number 1023606

Details

Other names	NMC
Status	Registered
Legal form	Charitable company
Company number	02806607
Registered	1993-07-09
Register	View on the Charity Commission register

Contact

Address	Neuromuscular Centre Woodford Lane West Winsford CW7 4EH
Phone	01606863464
Email	news@nmcentre.com
Website	www.nmcentre.com

Activities

Objects: TO RELIEVE PERSONS AFFECTED BY MUSCULAR DYSTROPHY AND ALLIED NEUROMUSCULAR CONDITIONS BY THE PROVISION OF FACILITIES AND OPPORTUNITIES FOR SUCH PERSONS TO LIVE TO THEIR FULL PHYSICAL, SOCIAL, EMOTIONAL, VOCATIONAL AND EDUCATIONAL CAPACITY IN AS NORMAL AN ENVIRONMENT AS POSSIBLE.

Activities: The aim of the Neuromuscular Centre is to work 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.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** People With Disabilities

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,370,568	£1,276,380	£1,413,987	31
2024-03-31	£1,190,631	£1,107,410	£1,367,002	30
2023-03-31	£1,160,177	£1,121,348	£1,283,781	32
2022-03-31	£956,075	£961,758	£1,244,952	31
2021-03-31	£1,059,705	£877,582	£1,250,635	32

Trustees

Name	Role	Appointed
Dr Mark Roberts		2018-01-18
Gareth Hind		2025-07-17
Jennifer Haskey		2023-07-27
Millie Hawes		2020-01-16
Rachel Victoria Woodward		2025-07-17
Rosanne Diaz		2021-10-14
Sanjay Jayantial Vaja		2025-07-17
Sunil Monteiro		2021-07-15
William Glanville Duckworth		2021-10-14

Accounts

Charity Registration No. 1023606

Company Registration No. 2806607 (England and Wales)

NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	M Hawes	
	D Okell (Chair to 2 May 2024)	
	M Roberts (not a director)	
	W Stothart	
	S Monteiro	
	W Duckworth (Chair from 2 May 2024)	
	R Diaz	
	J Haskey	
	R Woodward	(Appointed 17 July 2025)
	S Vaja	(Appointed 17 July 2025)
	G Hinds	(Appointed 17 July 2025)
Chief Executive	B Edson	
Secretary	B Dale	
Charity number	1023606	
Company number	2806607	
Registered office	Woodford Lane West Winsford Cheshire CW7 4EH	
Auditors	Mitchell Charlesworth (Audit) Limited Suites C,D,E, & F 14th Floor The Plaza 100 Old Hall Street Liverpool L3 9QJ	
Bankers	Barclays Bank Plc 21 Dingle Walk Winsford Cheshire CW7 1AG	
	Nationwide Building Society 5-11 St George Street Douglas Isle of Man IM99 1AS	
Solicitors	Barrow & Cook 5-7 Victoria Square St Helens Merseyside WA10 1HH	

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE CONTENTS

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**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
*FOR THE YEAR ENDED 31 MARCH 2025***

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association (as amended 17 October 2019), the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

Charitable objects

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

Mission

The NMC's mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved, through employment, training, support and physiotherapy.

Aims and activities

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

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

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK. Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025**

NMC strategy for 2025-27

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

Objective 1

Provide impactful social and academic opportunities for our community

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

Objective 6

Increase awareness of MD and NMC and increase our influence

Volunteer help

NMC has a strong group of volunteers working in:

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

Public Benefit

The charity trustees consider that they have complied with their duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and that the benefits that the charity provides are not unreasonably restricted.

Achievements against our carried forward goals from 2023-24

1. Explore the provision of accessible accommodation near to the NMC. *This is now not a goal due to changing demand post Covid.*
2. Continue to develop and exploit the opportunities provided to NMC Design+Print following the investment in the Laser cutter/engraver. *It became apparent that a commercial laser cutting/engraving service was not viable so this activity has amalgamated with the creative activities on offer.*
3. Improve outdoor accessibility onsite. This includes relaying the car park and re-furbishing and extending accessible paths and boardwalks. *Car park refurbishment complete. Path improvements still to complete. Path improvements planned for early 2025-26.*
4. Develop a new Fundraising Strategy to reflect changes in society, the marketplace for events, our changed capacity, and the end of our long running Spirit of Christmas fundraising event. *Lots of scoping has been undertaken. A new strategy is emerging but not yet completed. Completion of the Strategy is a goal for 2025-26.*

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025**

Achievements against our goals for 2024-25

1. Upgrade and extend the outside paths to enable people to explore the meadow and gardens in all seasons safely. Not achieved but planned for early 2025-26
2. Develop the new Employment and Careers service so it achieves all that we have planned for it in terms of placing people in work/work experience, preparing for work, and helping people stay in work by adapting to changes in condition. Achieved
3. Prepare NMC for a Britain in Bloom application and maximise involvement of our community as well as local volunteers in developing a flourishing and attractive garden. Achieved
4. Develop a new fundraising strategy to reflect changing times and the end of our long running Spirit of Christmas event. Not achieved but planned for 2025-26
5. Develop an accommodation offer for those travelling long distances to NMC. The accommodation could also offer accessible holiday options and a place to try out independent living. *This is now not a goal due to changing demand post Covid.*
6. The arrival, induction and successful handover to the new Chief Executive will be an important element of the plans for the charity in the year ahead. Achieved
7. We plan to upgrade and modernise our heating system and install additional solar power generation to reduce our energy consumption and increase the sustainability of our provision. Partially achieved. Funding for improvements received in 2024-25, to be spent in 2025-26

Fundraising performance

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

Donors to NMC can be assured that we comply with the regulatory standards for fundraising. The charity adheres to the Code of Fundraising Practice in all its fundraising activities. Through this guidance, policies and working practices relating to working with vulnerable supporters, handling complaints and ethical considerations are in place.

NMC does not sub-contract elements of its fundraising activities to marketing agencies and undertakes all its correspondence and contact with donors in-house.

The charity received no fundraising complaints during the year. Complaints are dealt with in line with our complaints policy, with most serious complaints escalated to our Trustees so they can consider lessons to be learnt.

NMC has safeguarding policies in place to protect vulnerable people. Our fundraisers (both staff and third party) are familiarised with these to ensure the correct procedures are in place.

Financial review

- NMC's financial performance has been satisfactory as we continue to build back post-pandemic.
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 3 month running costs throughout 2024-25.

Prior year adjustment

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025**

Reserves policy

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

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

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

Risk management

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

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

- Financial sustainability; recognising that maintaining income levels is essential to the charity's financial sustainability. The charity continues to monitor the risks associated with its diverse voluntary income streams
- Reputation and brand; the charity monitors the risks associated with all aspects of reputation and has put in place strategies to reach and engage with beneficiaries and other organisations.
- Recruitment and retention of staff: the charity aims to be an organisation where staff are supported and developed and where employees have a sense of fulfilment. During the year all managers participated in a bespoke management development programme to extend their skills.

Plans for 2025-26

- Complete a rebranding of the NMC, to modernise, refresh, and be more in tune with the digital era.
- Design and launch a new website.
- Review NMC's Mission Statement.
- Expand the successfully introduced Employment and Careers service to meet growing demand.
- Develop a new Volunteer Policy to encourage greater community participation.
- Explore the possibility of opening satellite Physiotherapy Centres.
- Increase uptake in 'Home Working from NMC, enabling people to work at NMC before or after their physio session to improve efficiency.
- Expand research projects in partnership with Manchester Metropolitan University.
- Increase participation in Makerspace activities.
- Develop a new strategy to enhance opportunities with NMC Design+Print.
- Establish a 'One Stop Shop' approach to well being services offered by NMC.
- Re-establish connections with local Councils to remain relevant during the devolution process.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2025**

Structure, governance and management

The Neuromuscular Centre (NMC) is a registered charity, incorporated as a company limited by guarantee. The charity registration number is 1023606 and the company registration number is 2806607. The NMC has a wholly owned dormant subsidiary, NMC Trading Limited.

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

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

Appointment of trustees

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

Trustee induction and training

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

Organisation

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive, with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

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

Auditor

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

Disclosure of information to auditor

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
*FOR THE YEAR ENDED 31 MARCH 2025***

Small company provisions

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

On behalf of the board of trustees

W Duckworth (Chair)

Trustee

Dated: 29 January 2026

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025**

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.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF NEUROMUSCULAR CENTRE

Opinion

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

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

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

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

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

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

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

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

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

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

Other matters

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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

29 January 2026

Accountants
Statutory Auditor

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

Current financial year

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

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

All income and expenditure derive from continuing activities.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

Prior financial year

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

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

All income and expenditure derive from continuing activities.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 MARCH 2025

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

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

W Duckworth (Chair from 2 May 2024)

Trustee

Company registration number 2806607 (England and Wales)

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED 31 MARCH 2025

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

Funds held by the charity are:

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

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies

(Continued)

1.4 Income

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

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

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

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

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

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

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

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

Interest is included when receivable by the charity.

1.5 Expenditure

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

Raising funds

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

Charitable expenditure

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

Governance costs

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies

(Continued)

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Taxation

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

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

2 Critical accounting estimates and judgements

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

4 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising events	32,286	72,697

5 Charitable activities

	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy £	Supporting employment £	Total 2025 £	Total 2024 £
Income within charitable activities	799,882	94,868	894,750	715,156

For the year ended 31 March 2024

	Physiotherapy £	Supporting employment £	Total £
Income within charitable activities	613,533	101,623	715,156
Analysis by fund			
Unrestricted funds	613,533	101,623	715,156

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	11,368	8,426

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

7 Other income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total 2025 £	Unrestricted funds 2024 £
Edward Gostling Fund	-	25,000	(25,000)	-	-
Other income	474	-	-	474	315

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

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

8 Raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
<u>Costs of generating donations and legacies and events</u>		
Promotion	41,563	59,543
Staff costs	64,369	86,244
Share of support costs (see note 10)	298	9,884
	106,230	155,671

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2025

9 Charitable activities

	Physiotherapy £	Advocacy and care support £	Supporting employment £	Training £	Total 2025 £	Total 2024 £
Staff costs	326,266	240,401	119,112	26,266	712,045	356,617
Share of support costs (see note 10)	27,049	336,034	72,672	5,482	441,237	627,837
Share of governance costs (see note 10)	4,217	4,217	4,217	4,217	16,868	14,488
	<u>357,532</u>	<u>580,652</u>	<u>196,001</u>	<u>35,965</u>	<u>1,170,150</u>	<u>998,942</u>
Analysis by fund						
Unrestricted funds	288,775	580,652	196,001	35,965	1,101,393	
Restricted funds	68,757	-	-	-	68,757	
	<u>357,532</u>	<u>580,652</u>	<u>196,001</u>	<u>35,965</u>	<u>1,170,150</u>	

For the year ended 31 March 2024

	Physiotherapy £	Advocacy and care support £	Supporting employment £	Training £	Total £
Staff costs	195,690	80,392	65,374	15,161	356,617
Share of support costs (see note 10)	55,185	418,863	111,622	42,167	627,837
Share of governance costs (see note 10)	3,622	3,622	3,622	3,622	14,488
	<u>254,497</u>	<u>502,877</u>	<u>180,618</u>	<u>60,950</u>	<u>998,942</u>
Analysis by fund					
Unrestricted funds	254,497	467,947	180,618	60,950	964,012
Restricted funds	-	34,930	-	-	34,930
	<u>254,497</u>	<u>502,877</u>	<u>180,618</u>	<u>60,950</u>	<u>998,942</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

10 Support costs allocated to activities

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

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

11 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2025	2024
	£	£
Fees payable to the company's auditor for the audit of the company's annual accounts	4,800	4,250
All other non-audit services	2,700	4,220

12 Trustees

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
Charitable activities	28	26
Fundraising	2	3
Administration	1	1
	<u>31</u>	<u>30</u>

Employment costs

	2025	2024
	£	£
Wages and salaries	710,233	636,781
Social security costs	57,264	38,185
Other pension costs	64,828	56,402
	<u>832,325</u>	<u>731,368</u>

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

14 Tangible fixed assets

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

All tangible assets are used in functions of the charity and are shown at written down cost. All material assets are used for direct charitable activities. The leasehold land and buildings are subject to a lease that has recently been renewed and will expire in August 2077.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

15 Fixed asset investments

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

16 Subsidiaries

Details of the charity's subsidiary at 31 March 2025 are as follows:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

20 Deferred income

	2025	2024
	£	£
Other deferred income	30,559	57,463
	<u>30,559</u>	<u>57,463</u>

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Total deferred income at 1 April 2024	57,463	117,815
Amounts received in year	30,559	57,463
Amounts credited to statement of financial activities	(57,463)	(117,815)
	<u>30,559</u>	<u>57,463</u>

21 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	64,828	56,402
	<u>64,828</u>	<u>56,402</u>

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

22 Endowment funds

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

23 Restricted funds

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

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

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2025

24 Unrestricted funds

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

26 Capital commitments

Amounts contracted for but not provided in the financial statements:

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

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

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

27 Operating lease commitments

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

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

28 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

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

As at 31 March 2025, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2024: £9).

There were no other related party transactions.

No guarantees have been given or received.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025**

29 Company limited by guarantee

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

31 Prior period adjustment

Changes to the balance sheet

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

Changes to the profit and loss account

	Period ended 31 March 2024		
	As previously reported	Adjustment	As restated
	£	£	£
Charitable activities	951,739	47,203	998,942
	<u> </u>	<u> </u>	<u> </u>
Net movement in funds	83,221	(47,203)	36,018
	<u> </u>	<u> </u>	<u> </u>

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

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

Accounts

Charity Registration No. 1023606

Company Registration No. 2806607 (England and Wales)

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	M Hawes I Martin D Okell (Chair to 2 May 2024) M Roberts (not a director) W Stothart S Monteiro W Duckworth (Chair from 2 May 2024) R Diaz J Haskey (Appointed 27 July 2023)
Chief Executive	M Lanham OBE
Secretary	B Dale
Charity number	1023606
Company number	2806607
Registered office	Woodford Lane West Winsford Cheshire CW7 4EH
Auditors	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
Bankers	Barclays Bank Plc 21 Dingle Walk Winsford Cheshire CW7 1AG Nationwide Building Society 5 - 11 St Georges Street Douglas Isle of Man IM99 1AS
Solicitors	Barrow & Cook 5-7 Victoria Square St Helens Merseyside WA10 1HH

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE CONTENTS

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**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association (as amended 17 October 2019), the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

Charitable objects

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

Mission

The NMC's mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved, through employment, training, support and physiotherapy.

Aims and activities

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

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

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK. Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

NMC strategy for 2024-27

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

Objective 1

Provide impactful social and academic opportunities for our community

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

Objective 6

Increase awareness of MD and NMC and increase our influence

Volunteer help

NMC has a strong group of volunteers working in:

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

Public Benefit

The charity trustees consider that they have complied with their duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and that the benefits that the charity provides are not unreasonably restricted.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

Achievements against our goals for 2023-24

1. Following the pandemic and a lot of staff changes, we will give focus to developing and consolidating the new young team members we now have. We will seek to encourage mentoring. We will seek to strengthen the youth/experience balance. *Achieved – the team now comprises a highly productive mix of youth, energy, and experience. There are now good mentors and excellent leadership throughout.*
2. Following the death of the pivotal leader of NMC Design+Print in 2022 we will seek to rebuild, restructure, and refocus the social enterprise for a thriving future. *Achieved to a large degree. Rebuilding following such a huge loss is not a swift process.*
3. Succession planning for long service senior staff is a key priority in the coming year. *Largely Achieved. A key element of this has been the successful recruitment of a new Chief Executive to replace the current job holder who is retiring after 19 years in the role. In addition, we have developed plans for shorter term and for longer term succession for other key posts.*
4. Explore the provision of accessible accommodation near to the NMC. *No significant progress on this issue. It remains a goal in our new Strategic Plan for 2024-27.*
5. Continue to develop and exploit the opportunities provided to NMC Design+Print following the investment in the Laser cutter/engraver. *There has been substantial progress in this regard. More opportunities are undoubtedly there still to be tapped.*
6. Hold special events and make investments in key personnel to help the NMC community tackle the personal post-pandemic challenges. These include issues of housing, employment, support, physical and emotional health. *Achieved*
7. Improve outdoor accessibility onsite. This includes relaying the car park and re-furbishing and extending accessible paths and boardwalks. *Car park refurbishment complete. Path improvements still to complete.*
8. Refurbish the two old bathrooms/toilet to provide new facilities that incorporate modern design and maximise opportunities for people to be as independent as possible. The refurbished toilets to also offer a chance for people to see what might be helpful at home. *Achieved completely.*
9. Develop a new Fundraising Strategy to reflect changes in society, the marketplace for events, our changed capacity, and the end of our long running Spirit of Christmas fundraising event. *Lots of scoping has been undertaken. A new strategy is emerging but not yet completed.*

Fundraising performance

- Trust and corporate income £177k
- Community donations £158k
- Events income £73k
- Statutory income £614k
- Design+Print income £101k

Donors to NMC can be assured that we comply with the regulatory standards for fundraising. The charity adheres to the Code of Fundraising Practice in all its fundraising activities. Through this guidance, policies and working practices relating to working with vulnerable supporters, handling complaints and ethical considerations are in place.

NMC does not sub-contract elements of its fundraising activities to marketing agencies and undertakes all its correspondence and contact with donors in-house.

The charity received no fundraising complaints during the year. Complaints are dealt with in line with our complaints policy, with most serious complaints escalated to our Trustees so they can consider lessons to be learnt.

NMC has safeguarding policies in place to protect vulnerable people. Our fundraisers (both staff and third party) are familiarised with these to ensure the correct procedures are in place.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

Financial review

- NMC's financial performance has been satisfactory as we continue to build back post-pandemic..
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 3 month running costs throughout 2023-24.

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 £500,000
2. A minimum amount of net current assets of £260,000 of which cash and marketable investments must not be less than £180,000

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

The current reserves level is £1,367,002 with free reserves being £602,748, restricted reserves being £11,837 and designated reserves being £40,000.

Risk management

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

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

- Financial sustainability; recognising that maintaining income levels is essential to the charity's financial sustainability. The charity continues to monitor the risks associated with its diverse voluntary income streams
- Reputation and brand; the charity monitors the risks associated with all aspects of reputation and has put in place strategies to reach and engage with beneficiaries and other organisations.
- Recruitment and retention of staff: the charity aims to be an organisation where staff are supported and developed and where employees have a sense of fulfilment. During the year all managers participated in a bespoke management development programme to extend their skills.

Plans for 2024-25

- Upgrade and extend the outside paths to enable people to explore the meadow and gardens in all seasons safely.
- Develop the new Employment and Careers service so it achieves all that we have planned for it in terms of placing people in work/work experience, preparing for work, and helping people stay in work by adapting to changes in condition.
- Prepare NMC for a Britain in Bloom application and maximise involvement of our community as well as local volunteers in developing a flourishing and attractive garden.
- Develop a new fundraising strategy to reflect changing times and the end of our long running Spirit of Christmas event.
- Develop an accommodation offer for those travelling long distances to NMC. The accommodation could also offer accessible holiday options and a place to try out independent living.
- The arrival, induction and successful handover to the new Chief Executive will be an important element of the plans for the charity in the year ahead.
- We plan to upgrade and modernise our heating system and install additional solar power generation to reduce our energy consumption and increase the sustainability of our provision.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2024**

Structure, governance and management

The Neuromuscular Centre (NMC) is a registered charity, incorporated as a company limited by guarantee. The charity registration number is 1023606 and the company registration number is 2806607. The NMC has a wholly owned dormant subsidiary, NMC Trading Limited.

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

M Hawes	
A Jeffs	(Resigned 13 April 2023)
I Martin	
D Okell (Chair to 2 May 2024)	
M Roberts (not a director)	
W Stothart	
S Monteiro	
W Duckworth (Chair from 2 May 2024)	
R Diaz	
J Haskey	(Appointed 27 July 2023)

Appointment of trustees

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

Trustee induction and training

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

Organisation

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive, with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

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

Auditor

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

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

Small company provisions

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

On behalf of the board of trustees



W Duckworth (Chair)

Trustee

Dated: 22/8/24

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2024**

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

Opinion

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

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

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

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

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

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

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

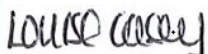
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance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

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

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

Other matters

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Louise Casey ACA (Senior Statutory Auditor)
for and on behalf of BWM

31/08/2024

**Chartered Accountants
Statutory Auditor**

Suite 5.1
12 Tithebarn Street
Liverpool
L2 2DT

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	358,420	35,617	394,037	510,265
Charitable activities	5	715,156	-	715,156	585,132
Fundraising events	4	72,697	-	72,697	62,525
Investments	6	8,426	-	8,426	2,107
Other income	7	315	-	315	148
Total income		1,155,014	35,617	1,190,631	1,160,177
<u>Expenditure on:</u>					
Raising funds	8	155,671	-	155,671	145,157
Charitable activities	9	916,809	34,930	951,739	976,191
Total expenditure		1,072,480	34,930	1,107,410	1,121,348
Net movement in funds		82,534	687	83,221	38,829
<u>Reconciliation of funds</u>					
Fund balances at 1 April 2023		1,272,631	11,150	1,283,781	1,244,952
Fund balances at 31 March 2024		1,355,165	11,837	1,367,002	1,283,781

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2024**

Prior financial year

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes			
<u>Income from:</u>				
Donations and legacies	3	313,740	196,525	510,265
Charitable activities	5	585,132	-	585,132
Fundraising events	4	62,525	-	62,525
Investments	6	2,107	-	2,107
Other income	7	148	-	148
Total income		963,652	196,525	1,160,177
<u>Expenditure on:</u>				
Raising funds	8	145,157	-	145,157
Charitable activities	9	784,511	191,680	976,191
Total expenditure		929,668	191,680	1,121,348
Net movement in funds		33,984	4,845	38,829
Reconciliation of funds				
Fund balances at 1 April 2023		1,238,647	6,305	1,244,952
Fund balances at 31 March 2023		1,272,631	11,150	1,283,781

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

All income and expenditure derive from continuing activities.

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

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

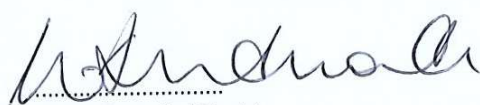
**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	14		712,408		727,538
Investments	15		9		9
			<u>712,417</u>		<u>727,547</u>
Current assets					
Debtors	18	149,349		179,277	
Cash at bank and in hand		587,222		529,824	
		<u>736,571</u>		<u>709,101</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(81,986)		(152,867)	
		<u></u>		<u></u>	
Net current assets			654,585		556,234
Total net assets			<u>1,367,002</u>		<u>1,283,781</u>
The funds of the charity:					
Restricted funds	22		11,837		11,150
<u>Unrestricted funds</u>					
Designated funds	23	40,000		-	
Unrestricted funds represented by fixed assets		712,417		727,547	
Free reserves		602,748		545,084	
		<u>1,355,165</u>		<u>1,272,631</u>	
General unrestricted funds					
Total unrestricted funds			1,355,165		1,272,631
Total charity funds			<u>1,367,002</u>		<u>1,283,781</u>

These financial statements 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 and are signed on its behalf by:



W Duckworth (Chair)
Trustee

Company Registration No. 2806607

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Net cash provided by operating activities	29		57,355		84,129
Cash flows from investing activities					
Purchase of tangible fixed assets		(8,380)		(94,264)	
Interest received		8,426		2,107	
Net cash generated from/(used in) investing activities			46		(92,157)
Net increase/(decrease) in cash and cash equivalents			57,401		(8,028)
Cash and cash equivalents at beginning of year			529,824		537,853
Cash and cash equivalents at end of year			587,222		529,824

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

Funds held by the charity are:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies

(Continued)

1.4 Income

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

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

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

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

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

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

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

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

Interest is included when receivable by the charity.

1.5 Expenditure

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

Raising funds

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

Charitable expenditure

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

Governance costs

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies

(Continued)

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Taxation

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

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

2 Critical accounting estimates and judgements

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds Restated 2023	Restricted funds 2023	Total 2023
	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £
Donations and gifts	299,859	35,617	335,476	313,740	196,525	510,265
Legacies receivable	58,561	-	58,561	-	-	-
	<u>358,420</u>	<u>35,617</u>	<u>394,037</u>	<u>313,740</u>	<u>196,525</u>	<u>510,265</u>
Donations and gifts						
Community donations	157,979	-	157,979	157,159	-	157,159
Trust and corporate donations	141,880	35,617	177,497	156,581	196,525	353,106
	<u>299,859</u>	<u>35,617</u>	<u>335,476</u>	<u>313,740</u>	<u>196,525</u>	<u>510,265</u>

4 Fundraising events

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising events	<u>72,697</u>	<u>62,525</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

5 Charitable activities

	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy	Supporting employment	Total 2024	Total 2023
	£	£	£	£
Income within charitable activities	613,533	101,623	715,156	585,132

For the year ended 31 March 2023

	Physiotherapy	Supporting employment	Total
	£	£	£
Income within charitable activities	489,106	96,026	585,132
Analysis by fund			
Unrestricted funds	489,106	96,026	585,132

6 Investments

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Interest receivable	8,426	2,107

7 Other income

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Other income	315	148

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Costs of generating donations and legacies and events		
Promotion	59,543	57,653
Staff costs	86,244	84,477
Share of support costs (see note 10)	9,884	3,027
	<u>155,671</u>	<u>145,157</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

9 Charitable activities

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2024	Total 2023
	£	£	£	£	£	£
Staff costs	195,690	80,392	65,374	15,161	356,617	410,753
Share of support costs (see note 10)	55,185	371,660	111,622	42,167	580,634	553,286
Share of governance costs (see note 10)	3,622	3,622	3,622	3,622	14,488	12,152
	<u>254,497</u>	<u>455,674</u>	<u>180,618</u>	<u>60,950</u>	<u>951,739</u>	<u>976,191</u>
Analysis by fund						
Unrestricted funds	254,497	420,744	180,618	60,950	916,809	
Restricted funds	-	34,930	-	-	34,930	
	<u>254,497</u>	<u>455,674</u>	<u>180,618</u>	<u>60,950</u>	<u>951,739</u>	

For the year ended 31 March 2023

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total
	£	£	£	£	£
Staff costs	283,329	76,432	36,466	14,526	410,753
Share of support costs (see note 10)	86,762	323,198	114,399	28,927	553,286
Share of governance costs (see note 10)	3,038	3,038	3,038	3,038	12,152
	<u>373,129</u>	<u>402,668</u>	<u>153,903</u>	<u>46,491</u>	<u>976,191</u>
Analysis by fund					
Unrestricted funds	325,693	258,424	153,903	46,491	784,511
Restricted funds	47,436	144,244	-	-	191,680
	<u>373,129</u>	<u>402,668</u>	<u>153,903</u>	<u>46,491</u>	<u>976,191</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

10 Support costs

	Support costs	Governance costs	2024	Support costs	Governance costs	2023
	£	£	£	£	£	£
Staff costs	288,507	-	288,507	242,558	-	242,558
Depreciation	23,513	-	23,513	23,999	-	23,999
Utilities and communications	23,652	-	23,652	30,527	-	30,527
Travel	23,900	-	23,900	23,325	-	23,325
Printing	82,652	-	82,652	82,451	-	82,451
Maintenance	47,742	-	47,742	43,297	-	43,297
Insurance and general expenses	100,552	-	100,552	110,156	-	110,156
Audit fees	-	4,250	4,250	-	4,030	4,030
Accountancy	-	4,220	4,220	-	2,270	2,270
Legal and professional	-	6,018	6,018	-	5,852	5,852
	<u>590,518</u>	<u>14,488</u>	<u>605,006</u>	<u>556,313</u>	<u>12,152</u>	<u>568,465</u>
Analysed between						
Fundraising	9,884	-	9,884	3,027	-	3,027
Charitable activities	580,634	14,488	595,122	553,286	12,152	565,438
	<u>590,518</u>	<u>14,488</u>	<u>605,006</u>	<u>556,313</u>	<u>12,152</u>	<u>568,465</u>

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

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2023: £nil) and no trustees were reimbursed expenses (2023: none).

12 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2024	2023
	£	£
Fees payable to the company's auditor for the audit of the company's annual accounts	<u>4,250</u>	<u>4,030</u>
All other non-audit services	<u>4,220</u>	<u>2,270</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Charitable activities	26	28
Fundraising	3	3
Administration	1	1
	<u>30</u>	<u>32</u>

Employment costs

	2024 £	2023 £
Wages and salaries	636,781	627,138
Social security costs	38,185	47,291
Other pension costs	56,402	63,359
	<u>731,368</u>	<u>737,788</u>

Redundancy payments of £nil (2023: £17,130) were paid in the year.

There were no employees whose annual remuneration was £60,000 or more (2023: none).

14 Tangible fixed assets

	Short leasehold property £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2023	1,100,225	277,509	1,377,734
Additions	-	8,380	8,380
	<u>1,100,225</u>	<u>285,889</u>	<u>1,386,114</u>
At 31 March 2024	1,100,225	285,889	1,386,114
Depreciation			
At 1 April 2023	394,498	255,698	650,196
Depreciation charged in the year	14,145	9,365	23,510
	<u>408,643</u>	<u>265,063</u>	<u>673,706</u>
At 31 March 2024	408,643	265,063	673,706
Carrying amount			
At 31 March 2024	691,582	20,826	712,408
At 31 March 2023	<u>705,727</u>	<u>21,811</u>	<u>727,538</u>

All tangible assets are used in functions of the charity and are shown at written down cost. All material assets are used for direct charitable activities. The leasehold land and buildings are subject to a lease that has recently been renewed and will expire in August 2077.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

15 Fixed asset investments

			Other investments
Cost or valuation			
At 1 April 2023 & 31 March 2024			9
Carrying amount			
At 31 March 2024			9
At 31 March 2023			9
		2024	2023
	Notes	£	£
Other investments comprise:			
Investments in subsidiaries	16	9	9

16 Subsidiaries

Details of the charity's subsidiary at 31 March 2024 are as follows:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

17	Financial instruments		2024	2023
			£	£
	Carrying amount of financial assets			
	Debt instruments measured at cost		708,131	676,692
	Equity instruments measured at cost		9	9
			<u>708,140</u>	<u>676,701</u>
	Carrying amount of financial liabilities			
	Measured at cost		13,315	23,210
			<u>13,315</u>	<u>23,210</u>
18	Debtors		2024	2023
			£	£
	Amounts falling due within one year:			
	Trade debtors		80,909	143,631
	Other debtors		45,693	10,673
	Prepayments and accrued income		22,747	24,973
			<u>149,349</u>	<u>179,277</u>
19	Creditors: amounts falling due within one year		2024	2023
		Notes	£	£
	Other taxation and social security		11,208	11,842
	Deferred income	20	57,463	117,815
	Trade creditors		6,006	16,871
	Amounts due to subsidiary undertakings		9	9
	Accruals		7,300	6,330
			<u>81,986</u>	<u>152,867</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

20 Deferred income

	2024 £	2023 £
Other deferred income	57,463	117,815
	<u>57,463</u>	<u>117,815</u>

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Total deferred income at 1 April 2023	117,815	66,336
Amounts received in year	57,463	117,815
Amounts credited to statement of financial activities	(117,815)	(66,336)
	<u>57,463</u>	<u>117,815</u>

21 Retirement benefit schemes

Defined contribution schemes

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

The charge to the statement of financial activities in respect of defined contribution schemes was £56,402 (2023: £63,359).

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

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:

	Balance at 1 April 2022 £	Movement in funds		Balance at 1 April 2023 £	Movement in funds		Balance at 31 March 2024 £
		Income £	Expenditure £		Income £	Expenditure £	
Physiotherapy fund	5,585	41,851	(47,436)	-	-	-	-
Support worker fund	720	26,056	(26,776)	-	30,647	(25,273)	5,374
Transition and development	-	69,618	(58,468)	11,150	4,970	(9,657)	6,463
Bathroom project	-	59,000	(59,000)	-	-	-	-
	<u>6,305</u>	<u>196,525</u>	<u>(191,680)</u>	<u>11,150</u>	<u>35,617</u>	<u>(34,930)</u>	<u>11,837</u>

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

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

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

The Bathroom project renovated the Centre's toilets and showers, replacing 25 year old facilities with the latest, state of the art equipment to provide maximum comfort for our visitors and inspiration for members of our community who may need to adapt their homes as a consequence of their condition.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

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:

	Balance at 1 April 2022 £	Transfers £	Balance at 1 April 2023 £	Transfers £	Balance at 31 March 2024 £
Car park works	-	-	-	40,000	40,000
	-	-	-	40,000	40,000

£40,000 has been designated in the year to fund the costs of resurfacing the Centre's car park which will be done in 2024/25.

24 Capital commitments

At 31 March 2024 the charity had capital commitments as follows:

Contracted for but not provided in the financial statements:
Acquisition of property, plant and equipment

	2024 £	2023 £
	40,000	-

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

25 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2024 are represented by:						
Tangible assets	712,408	-	712,408	727,538	-	727,538
Investments	9	-	9	9	-	9
Current assets/(liabilities)	642,748	11,837	654,585	545,084	11,150	556,234
	1,355,165	11,837	1,367,002	1,272,631	11,150	1,283,781

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024**

26 Operating lease commitments

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

	2024 £	2023 £
Within one year	598	1,196
Between two and five years	-	598
	<u>598</u>	<u>1,794</u>

27 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2024 £	2023 £
Aggregate remuneration	61,969	71,357

As at 31 March 2023, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2023: £9).

There were no other related party transactions.

No guarantees have been given or received.

28 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.

29 Cash generated from operations

	2024 £	2023 £
Net income for the year (as per the statement of financial activities)	83,221	38,829
Adjustments for:		
Investment income recognised in statement of financial activities	(8,426)	(2,107)
Depreciation of tangible fixed assets	23,513	23,999
Movements in working capital:		
Decrease/(increase) in debtors	29,928	(39,323)
(Decrease)/increase in creditors	(10,529)	11,252
(Decrease)/increase in deferred income	(60,352)	51,479
Net cash provided by operating activities	<u>57,355</u>	<u>84,129</u>

Accounts

Charity Registration No. 1023606

Company Registration No. 2806607 (England and Wales)

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	M Hawes I Martin D Okell (Chair) M Roberts (not a director) W Stothart S Monteiro W Duckworth R Diaz
Chief Executive	M Lanham OBE
Secretary	B Dale
Charity number	1023606
Company number	2806607
Registered office	Woodford Lane West Winsford Cheshire CW7 4EH
Auditors	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
Bankers	Barclays Bank Plc 21 Dingle Walk Winsford Cheshire CW7 1AG Nationwide Building Society 5 - 11 St Georges Street Douglas Isle of Man IM99 1AS
Solicitors	Barrow & Cook 5-7 Victoria Square St Helens Merseyside WA10 1HH

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
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NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 31 MARCH 2023*

The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association (as amended 17 October 2019), the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

Charitable objects

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

Mission

The NMC's mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved, through employment, training, support and physiotherapy.

Aims and activities

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

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

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK. Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2023**

NMC strategy for 2022-24

During the past year we developed 6 new strategic objectives for NMC;

Objective 1

Provide impactful social and academic opportunities for our community

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

Objective 6

Increase awareness of MD and NMC and increase our influence

Volunteer help

NMC has a strong group of volunteers working in:

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

Public Benefit

The charity trustees consider that they have complied with their duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and that the benefits that the charity provides are not unreasonably restricted.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2023**

Achievements in 2022-23

1. A greater focus on diversity and inclusion beginning with a Trustee Workshop session on the theme of "Do I belong?". *Achieved*
2. A major investment and diversification with Design and Print. A new laser cutter is being purchased to open a range of new products and design solutions for custom. *Achieved*
3. We continue to develop our outdoor space to maximise wellbeing with individually maintained and designed mini-gardens/planters. *Achieved*
4. For our staff team we are mindful of the cost of living crisis and commit to being as responsive as possible to ensure our team are retained and are able to have thriving lives. *Achieved*
5. Continue to strengthen and diversify our support offerings for mental health improvement and general wellbeing. Pilates, art therapy and yoga feature as new elements in the plan for the year ahead. *Achieved*
6. We plan to extend our range of support by developing groups that are themed around those newly diagnosed, or new parents, siblings and those considering having a family. *Achieved*
7. Introduce new services such as manual lymphatic drainage and podiatry. *New footcare service established. No progress with manual lymphatic drainage provision.*
8. Explore the provision of accessible accommodation near to the NMC. *Whilst this remains firmly in our plans, we have done only very limited work to progress it in the past year.*

Fundraising performance

- Trust and corporate income £353k
- Community donations £157k
- Events income £63k
- Statutory income £490k
- Design+Print income £96k

Financial review

- NMC's financial performance has been satisfactory as we continue to build back post-pandemic..
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 3 month running costs throughout 2022-23.

Reserves policy

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

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

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

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

The current reserves level is £1,283,781, with free reserves being £545,084 and restricted reserves being £11,150.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

Risk management

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

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

- Financial sustainability; recognising that maintaining income levels is essential to the charity's financial sustainability. The charity continues to monitor the risks associated with its diverse voluntary income streams
- Reputation and brand; the charity monitors the risks associated with all aspects of reputation and has put in place strategies to reach and engage with beneficiaries and other organisations.
- Recruitment and retention of staff: the charity aims to be an organisation where staff are supported and developed and where employees have a sense of fulfilment. During the year all managers participated in a bespoke management development programme to extend their skills.

Plans for 2023-24

1. Following the pandemic and a lot of staff changes, we will give focus to developing and consolidating the new young team members we now have. We will seek to encourage mentoring. We will seek to strengthen the youth/experience balance.
2. Following the death of the pivotal leader of NMC Design+Print in 2022 we will seek to rebuild, restructure, and refocus the social enterprise for a thriving future.
3. Succession planning for long service senior staff is a key priority in the coming year.
4. Explore the provision of accessible accommodation near to the NMC.
5. Continue to develop and exploit the opportunities provided to NMC Design+Print following the investment in the Laser cutter/engraver.
6. Hold special events and make investments in key personnel to help the NMC community tackle the personal post-pandemic challenges. These include issues of housing, employment, support, physical and emotional health.
7. Improve outdoor accessibility onsite. This includes relaying the car park and re-furbishing and extending accessible paths and boardwalks.
8. Develop a new Fundraising Strategy to reflect changes in society, the marketplace for events, our changed capacity, and the end of our long running Spirit of Christmas fundraising event.

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:

G Edwards	(Resigned 28 April 2022)
M Hawes	
A Jeffs	(Resigned 13 April 2023)
I Martin	
D Okell (Chair)	
M Roberts (not a director)	
W Stothart	
S Monteiro	
W Duckworth	
R Diaz	

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2023**

Organisation

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive, with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

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

Auditor

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

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

Small company provisions

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

On behalf of the board of trustees



.....
D Okell (Chair)

Trustee

Dated: 27.07.23

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023**

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

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

In preparing these accounts, the trustees are required to:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

Opinion

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF NEUROMUSCULAR CENTRE**

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

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

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

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

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

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

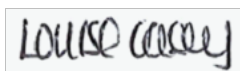
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance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

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

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

Other matters

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Louise Casey ACA (Senior Statutory Auditor)
for and on behalf of BWM**

23/08/2023.....

**Chartered Accountants
Statutory Auditor**

Suite 5.1
12 Tithebarn Street
Liverpool
L2 2DT

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2023**

Current financial year

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Restated Total 2022 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	313,740	196,525	510,265	417,780
Charitable activities	5	585,132	-	585,132	491,070
Fundraising events	4	62,525	-	62,525	46,106
Investments	6	2,107	-	2,107	232
Other income	7	148	-	148	887
Total income		963,652	196,525	1,160,177	956,075
<u>Expenditure on:</u>					
Raising funds	8	145,157	-	145,157	116,495
Charitable activities	9	784,511	191,680	976,191	845,263
Total expenditure		929,668	191,680	1,121,348	961,758
Net movement in funds		33,984	4,845	38,829	(5,683)
Reconciliation of funds					
Fund balances at 1 April 2022		1,238,647	6,305	1,244,952	1,250,635
Fund balances at 31 March 2023		1,272,631	11,150	1,283,781	1,244,952

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2023**

Prior financial year

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes			
<u>Income from:</u>				
Donations and legacies	3	343,786	73,994	417,780
Charitable activities	5	491,070	-	491,070
Fundraising events	4	46,106	-	46,106
Investments	6	232	-	232
Other income	7	887	-	887
Total income		882,081	73,994	956,075
<u>Expenditure on:</u>				
Raising funds	8	116,495	-	116,495
Charitable activities	9	750,121	95,142	845,263
Total expenditure		866,616	95,142	961,758
Net movement in funds		15,465	(21,148)	(5,683)
Reconciliation of funds				
Fund balances at 1 April 2021		1,223,182	27,453	1,250,635
Fund balances at 31 March 2022		1,238,647	6,305	1,244,952

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

All income and expenditure derive from continuing activities.

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

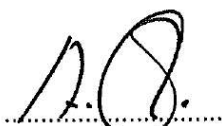
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET
AS AT 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	14	727,538		657,272	
Investments	15	9		9	
		<u>727,547</u>		<u>657,281</u>	
Current assets					
Debtors	18	179,277		139,954	
Cash at bank and in hand		529,824		537,853	
		<u>709,101</u>		<u>677,807</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(152,867)		(90,136)	
Net current assets		<u>556,234</u>		<u>587,671</u>	
Total net assets		<u>1,283,781</u>		<u>1,244,952</u>	
The funds of the charity:					
Restricted funds	22	11,150		6,305	
Unrestricted funds					
Unrestricted funds represented by fixed assets		727,547		657,281	
Free reserves		545,084		581,366	
		<u>1,272,631</u>		<u>1,238,647</u>	
General unrestricted funds		<u>1,272,631</u>		<u>1,238,647</u>	
Total unrestricted funds		<u>1,272,631</u>		<u>1,238,647</u>	
Total charity funds		<u>1,283,781</u>		<u>1,244,952</u>	

These financial statements 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 27.7.23 and are signed on its behalf by:



D Okell (Chair)
Trustee

Company Registration No. 2806607

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Net cash provided by operating activities	27		84,129		(38,795)
Cash flows from investing activities					
Purchase of tangible fixed assets		(94,264)		-	
Interest received		2,107		232	
Net cash (used in)/generated from investing activities			(92,157)		232
Net decrease in cash and cash equivalents			(8,028)		(38,563)
Cash and cash equivalents at beginning of year			537,853		576,417
Cash and cash equivalents at end of year			529,824		537,853

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

Funds held by the charity are:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies

(Continued)

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies (Continued)

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Taxation

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

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

2 Critical accounting estimates and judgements

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds Restated	Restricted funds	Total
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Donations and gifts	313,740	196,525	510,265	308,442	73,994	382,436
Grants receivable	-	-	-	35,344	-	35,344
	<u>313,740</u>	<u>196,525</u>	<u>510,265</u>	<u>343,786</u>	<u>73,994</u>	<u>417,780</u>
Donations and gifts						
Community donations	157,159	-	157,159	129,009	-	129,009
Trust and corporate donations	156,581	196,525	353,106	179,433	73,994	253,427
	<u>313,740</u>	<u>196,525</u>	<u>510,265</u>	<u>308,442</u>	<u>73,994</u>	<u>382,436</u>
Grants receivable for core activities						
Job Retention Scheme	-	-	-	35,344	-	35,344
	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,344</u>	<u>-</u>	<u>35,344</u>

4 Fundraising events

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Fundraising events	<u>62,525</u>	<u>46,106</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

5 Charitable activities

	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy	Supporting employment	Total 2023	Total 2022
	£	£	£	£
Income within charitable activities	489,106	96,026	585,132	491,070

For the year ended 31 March 2022

	Physiotherapy	Supporting employment	Total
	£	£	£
Income within charitable activities	376,391	114,679	491,070
Analysis by fund			
Unrestricted funds	376,391	114,679	491,070

6 Investments

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Interest receivable	2,107	232

7 Other income

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Other income	148	887

Other income of £148 (2022: £887) relates to a Feed-in Tariff (FIT) payment received from the charity's energy provider.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
<u>Costs of generating donations and legacies and events</u>		
Promotion	57,653	38,580
Staff costs	84,477	74,301
Share of support costs (see note 10)	3,027	3,614
	145,157	116,495

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

9 Charitable activities

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2023	Total 2022
	£	£	£	£	£	£
Staff costs	283,329	76,432	36,466	14,526	410,753	353,205
Share of support costs (see note 10)	86,762	323,198	114,399	28,927	553,286	483,514
Share of governance costs (see note 10)	3,038	3,038	3,038	3,038	12,152	8,544
	<u>373,129</u>	<u>402,668</u>	<u>153,903</u>	<u>46,491</u>	<u>976,191</u>	<u>845,263</u>
Analysis by fund						
Unrestricted funds	325,693	258,424	153,903	46,491	784,511	
Restricted funds	47,436	144,244	-	-	191,680	
	<u>373,129</u>	<u>402,668</u>	<u>153,903</u>	<u>46,491</u>	<u>976,191</u>	

For the year ended 31 March 2022

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total
	£	£	£	£	£
Staff costs	216,684	76,824	45,450	14,247	353,205
Share of support costs (see note 10)	78,456	255,461	130,353	19,244	483,514
Share of governance costs (see note 10)	2,136	2,136	2,136	2,136	8,544
	<u>297,276</u>	<u>334,421</u>	<u>177,939</u>	<u>35,627</u>	<u>845,263</u>
Analysis by fund					
Unrestricted funds	289,986	246,569	177,939	35,627	750,121
Restricted funds	7,290	87,852	-	-	95,142
	<u>297,276</u>	<u>334,421</u>	<u>177,939</u>	<u>35,627</u>	<u>845,263</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

10 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	242,558	-	242,558	232,871	-	232,871
Depreciation	23,999	-	23,999	19,794	-	19,794
Utilities and communications	30,527	-	30,527	19,853	-	19,853
Travel	23,325	-	23,325	17,375	-	17,375
Printing	82,451	-	82,451	85,595	-	85,595
Maintenance	43,297	-	43,297	50,788	-	50,788
Insurance and general expenses	110,156	-	110,156	60,852	-	60,852
Audit fees	-	4,030	4,030	-	2,700	2,700
Accountancy	-	2,270	2,270	-	1,980	1,980
Legal and professional	-	5,852	5,852	-	3,864	3,864
	<u>556,313</u>	<u>12,152</u>	<u>568,465</u>	<u>487,128</u>	<u>8,544</u>	<u>495,672</u>
Analysed between						
Fundraising	3,027	-	3,027	3,614	-	3,614
Charitable activities	553,286	12,152	565,438	483,514	8,544	492,058
	<u>556,313</u>	<u>12,152</u>	<u>568,465</u>	<u>487,128</u>	<u>8,544</u>	<u>495,672</u>

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

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2022: £nil) and no trustees were reimbursed expenses (2022: none).

12 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2023	2022
	£	£
Fees payable to the company's auditor for the audit of the company's annual accounts	<u>4,030</u>	<u>2,700</u>
All other non-audit services	<u>2,270</u>	<u>1,980</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Charitable activities	28	27
Fundraising	3	3
Administration	1	1
	<u>32</u>	<u>31</u>

Employment costs

	2023 £	2022 £
Wages and salaries	627,138	571,742
Social security costs	47,291	35,173
Other pension costs	63,359	53,462
	<u>737,788</u>	<u>660,377</u>

Redundancy payments of £17,130 (2022: £695) were paid in the year.

There were no employees whose annual remuneration was £60,000 or more (2022: none).

14 Tangible fixed assets

	Short leasehold property £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2022	1,035,041	248,429	1,283,470
Additions	65,184	29,080	94,264
	<u>1,100,225</u>	<u>277,509</u>	<u>1,377,734</u>
At 31 March 2023			
Depreciation			
At 1 April 2022	380,504	245,695	626,199
Depreciation charged in the year	13,994	10,003	23,997
	<u>394,498</u>	<u>255,698</u>	<u>650,196</u>
At 31 March 2023			
Carrying amount			
At 31 March 2023	705,727	21,811	727,538
	<u>654,538</u>	<u>2,734</u>	<u>657,272</u>
At 31 March 2022			

All tangible assets are used in functions of the charity and are shown at written down cost. All material assets are used for direct charitable activities. The leasehold land and buildings are subject to a lease that has recently been renewed and will expire in August 2077.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

15 Fixed asset investments

			Other investments
Cost or valuation			
At 1 April 2022 & 31 March 2023			9
Carrying amount			
At 31 March 2023			9
At 31 March 2022			9
Other investments comprise:	Notes	2023 £	2022 £
Investments in subsidiaries	16	9	9

16 Subsidiaries

Details of the charity's subsidiary at 31 March 2023 are as follows:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

17	Financial instruments		2023	2022
			£	£
	Carrying amount of financial assets			
	Debt instruments measured at cost		676,692	662,204
	Equity instruments measured at cost		9	9
			<u>676,701</u>	<u>662,213</u>
	Carrying amount of financial liabilities			
	Measured at cost		23,210	12,172
			<u>23,210</u>	<u>12,172</u>
18	Debtors		2023	2022
			£	£
	Amounts falling due within one year:			
	Trade debtors		143,631	121,113
	Other debtors		10,673	5,404
	Prepayments and accrued income		24,973	13,437
			<u>179,277</u>	<u>139,954</u>
19	Creditors: amounts falling due within one year		2023	2022
		Notes	£	£
	Other taxation and social security		11,842	11,628
	Deferred income	20	117,815	66,336
	Trade creditors		16,871	6,483
	Amounts due to subsidiary undertakings		9	9
	Accruals		6,330	5,680
			<u>152,867</u>	<u>90,136</u>
20	Deferred income		2023	2022
			£	£
	Total deferred income at 1 April 2022		66,336	864
	Amounts received in year		117,815	40,794
	Amounts credited to statement of financial activities		(66,336)	864
			<u>117,815</u>	<u>66,336</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
*FOR THE YEAR ENDED 31 MARCH 2023***

21 Retirement benefit schemes

Defined contribution schemes

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

The charge to the statement of financial activities in respect of defined contribution schemes was £63,359 (2022: £53,462).

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

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:

	Balance at 1 April 2021 £	Movement in funds		Balance at 1 April 2022 £	Movement in funds		Balance at 31 March 2023 £
		Income £	Expenditure £		Income £	Expenditure £	
Physiotherapy fund	-	12,875	(7,290)	5,585	41,851	(47,436)	-
Support worker fund	-	21,165	(20,445)	720	26,056	(26,776)	-
Transition and development	27,453	39,954	(67,407)	-	69,618	(58,468)	11,150
Bathroom project	-	-	-	-	59,000	(59,000)	-
	27,453	73,994	(95,142)	6,305	196,525	(191,680)	11,150

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

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

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

The Bathroom project renovated the Centre's toilets and showers, replacing 25 year old facilities with the latest, state of the art equipment to provide maximum comfort for our visitors and inspiration for members of our community who may need to adapt their homes as a consequence of their condition.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

23 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted	Restricted funds	Total
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Fund balances at 31 March 2023 are represented by:						
Tangible assets	727,538	-	727,538	657,272	-	657,272
Investments	9	-	9	9	-	9
Current assets/(liabilities)	545,084	11,150	556,234	581,366	6,305	587,671
	<u>1,272,631</u>	<u>11,150</u>	<u>1,283,781</u>	<u>1,238,647</u>	<u>6,305</u>	<u>1,244,952</u>

24 Operating lease commitments

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

	2023 £	2022 £
Within one year	1,196	1,196
Between two and five years	598	1,794
	<u>1,794</u>	<u>2,990</u>

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2023 £	2022 £
Aggregate remuneration	<u>71,357</u>	<u>69,930</u>

As at 31 March 2023, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2022: £9).

There were no other related party transactions.

No guarantees have been given or received.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

26 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.

27 Cash generated from operations	2023 £	2022 £
Net income for the year (as per the statement of financial activities)	38,829	(5,683)
Adjustments for:		
Investment income recognised in statement of financial activities	(2,107)	(232)
Depreciation of tangible fixed assets	23,999	19,794
Movements in working capital:		
(Increase) in debtors	(39,323)	(82,371)
Increase in creditors	11,252	4,155
Increase in deferred income	51,479	25,542
Net cash provided by operating activities	84,129	(38,795)

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Accounts

Charity Registration No. 1023606

Company Registration No. 2806607 (England and Wales)

NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	M Hawes A Jeffs I Martin D Okell (Chair) M Roberts (not a director) W Stothart S Monteiro W Duckworth R Diaz	(Appointed 15 July 2021) (Appointed 14 October 2021) (Appointed 14 October 2021)
Chief Executive	M Lanham OBE	
Secretary	B Dale	
Charity number	1023606	
Company number	2806607	
Registered office	Woodford Lane West Winsford Cheshire CW7 4EH	
Auditors	BWM Tempest Suit 5.1 12 Tithebarn Street Liverpool L2 2DT	
Bankers	Barclays Bank Plc 21 Dingle Walk Winsford Cheshire CW7 1AG Nationwide Building Society 5 - 11 St Georges Street Douglas Isle of Man IM99 1AS	
Solicitors	Barrow & Cook 5-7 Victoria Square St Helens Merseyside WA10 1HH	

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE CONTENTS

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NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association (as amended 17 October 2019), the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

Charitable objects

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

Mission

The NMC's mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved, through employment, training, support and physiotherapy.

Aims and activities

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

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

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK. Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

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

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

NMC strategy for 2022-24

During the past year we developed 6 new strategic objectives for NMC;

Objective 1

Provide impactful social and academic opportunities for our community

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

Objective 6

Increase awareness of MD and NMC and increase our influence

Volunteer help

NMC has a strong group of volunteers working in:

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

Public Benefit

The charity trustees consider that they have complied with their duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and that the benefits that the charity provides are not unreasonably restricted.

Fundraising performance

- Trust and corporate income £253k
- Community donations £129k
- Events income £46k
- Statutory income £382k
- Design+Print income £115k

Achievements and performance

Achievements in 2021-22

The most substantial achievement during the year has been to reduce our waiting list of 180 people. This had built up over the pandemic period and we resolved to make reducing it the priority for our charity. The vast majority of those previously waiting have now visited and been introduced to the Centre and the ways we may be able to help, treat, and support. Our short waiting list now reflects a position similar to that pre-pandemic and we are confident that no one now has to wait for more than a few weeks before meeting us and discussing how best we might help.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Below are last year's main plans with the achievement highlighted beneath each one;

- We plan to take the best elements of the virtual communication tools that flourished during the pandemic and blend those with safe onsite physical meetings, conferences, and workshops. We strive to create a hybrid set of tools to enable bigger and better gatherings.
We have not fully achieved this. We have seen fully hybrid meetings work in other organisations and noted the investment necessary.
- We plan to enable more outdoor activities by utilising our substantial outdoor space more effectively and accessibly. As a practical step we intend to hire a marquee for the summer and encourage as much NMC activity as possible to be outside. We hope this will help many to overcome the anxiety they feel about venturing out of the home for what may really be the first time in a year.
The marquee proved a great success and enabled a great deal of Covid-safe events to take place. We will be having a marquee again this coming summer.
- We are determined to get our accessible allotment fully up and running this year. We are recruiting a part time gardener to facilitate and enable many in our community to become involved in growing and nurturing plants.
The allotment is flourishing and many more of our community are engaged with it and enjoying being involved in cultivation.
- We have a much larger group of young people now as part of the NMC community. We have a "Coaching for Independence" team who have been incredibly supportive of younger people with neuromuscular conditions throughout the pandemic. We are committed to resourcing and prioritising this area of activity in the recovery phase, post-pandemic.
This aspect of NMC's work is progressing very well. The highlight of the year has been the achievement of Duke of Edinburgh Silver Award by a group from NMC with neuromuscular conditions.
- Our Design and Print Social Enterprise has kept working throughout the pandemic. The talented team of designers have been equipped to work from home and, whilst not without challenges, this has worked remarkably well. The business is well placed to bounce back with a solid order book and many loyal customers. We are optimistic that the ahead will be a successful one based on vibrant early green shoots.
Orders have indeed bounced back and the Social Enterprise has performed well during the year.
- We plan to carefully and cautiously expand the physiotherapy team to reflect growing demand and the gradual return of more and more people keen to access treatment and exercise.
Physiotherapy, gym sessions, and hydrotherapy are all fully functioning again and being well attended.
- We plan to stage fundraising events again. During the pandemic we had some remarkable success with online versions of established events. We may well build on those experiences to give us a mixed portfolio of actual physical events and virtual online events.
Live outdoor events returned during the year and our main indoor Christmas event remained in virtual form once more.
- We are planning a substantial strand of activity to respond to people's mental health needs. Talking therapies, mindfulness sessions, facilitated supportive group sessions alongside a myriad of other friendship and wellbeing focused activities are planned.
Different interventions and offerings to support mental health and wellbeing have been a focus of a large amount of successful and impactful activity in the year.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

Fundraising

The NMC employs fundraisers directly. We don't engage external fundraising consultants. The NMC would never employ 'chuggers' for street collections on its behalf. The fundraising team is complemented by committed volunteers to help raise the required funds.

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

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

Plans for 2022-23

1. A greater focus on diversity and inclusion beginning with a Trustee Workshop session on the theme of "Do I belong?".
2. A major investment and diversification with Design and Print. A new laser cutter is being purchased to open a range of new products and design solutions for customers.
3. We continue to develop our outdoor space to maximise wellbeing with individually maintained and designed mini-gardens/planters.
4. For our staff team we are mindful of the cost of living crisis and commit to being as responsive as possible to ensure our team are retained and are able to have thriving lives.
5. Continue to strengthen and diversify our support offerings for mental health improvement and general wellbeing. Pilates, art therapy and yoga feature as new elements in the plan for the year ahead.
6. We plan to extend our range of support by developing groups that are themed around those newly diagnosed, or new parents, siblings and those considering having a family.
7. Introduce new services such as manual lymphatic drainage and podiatry.
8. Explore the provision of accessible accommodation near to the NMC.

Financial review

- NMC's financial performance has been stronger than anticipated during the pandemic.
- The Government's Coronavirus Job Retention Scheme (Furlough) has continued to underpin our overall satisfactory financial performance.
- Design+Print revenues have robustly recovered this year.
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 3 month running costs throughout 2021-22.

Reserves policy

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

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

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

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

The current reserves level is £1,244,952, with free reserves being £581,366. Reserves have been built to enable the NMC to properly fund services, and be agile when encountering changing circumstances during the potential uncertainty of the post pandemic environment.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

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:

A Craig	(Resigned 15 April 2021)
G Edwards	(Resigned 28 April 2022)
M Hawes	
A Jeffs	
I Martin	
S McDowell	(Resigned 15 April 2021)
D Okell (Chair)	
M Roberts (not a director)	
E Sands	(Resigned 6 September 2021)
W Stothart	
S Monteiro	(Appointed 15 July 2021)
W Duckworth	(Appointed 14 October 2021)
R Diaz	(Appointed 14 October 2021)

Appointment of trustees

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

Trustee induction and training

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

Organisation

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive, with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

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

Auditor

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Disclosure of information to auditor

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

Small company provisions

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

On behalf of the board of trustees

D Okell (Chair)

Trustee

Dated: 26 July 2022

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022**

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

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

In preparing these accounts, the trustees are required to:

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

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

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

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

Opinion

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

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

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

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

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

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

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

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

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

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

Other matters

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)
for and on behalf of BWM**

28 July 2022

**Chartered Accountants
Statutory Auditor**

Tempest
Suit 5.1
12 Tithebarn Street
Liverpool
L2 2DT

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022**

Current financial year

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Restated Total 2021 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	343,786	73,994	417,780	729,536
Charitable activities	4	491,070	-	491,070	311,419
Fundraising events	5	46,106	-	46,106	18,129
Investments	6	232	-	232	403
Other income	7	887	-	887	218
Total income		882,081	73,994	956,075	1,059,705
<u>Expenditure on:</u>					
Raising funds	8	116,495	-	116,495	53,261
Charitable activities	9	750,121	95,142	845,263	824,321
Total expenditure		866,616	95,142	961,758	877,582
Net movement in funds		15,465	(21,148)	(5,683)	182,123
<u>Reconciliation of funds</u>					
Fund balances at 1 April 2021		1,223,182	27,453	1,250,635	1,068,512
Fund balances at 31 March 2022		1,238,647	6,305	1,244,952	1,250,635

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022**

Prior financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<u>Income from:</u>				
Donations and legacies	3	596,425	133,111	729,536
Charitable activities	4	311,419	-	311,419
Fundraising events	5	18,129	-	18,129
Investments	6	403	-	403
Other income	7	218	-	218
Total income		926,594	133,111	1,059,705
<u>Expenditure on:</u>				
Raising funds	8	53,261	-	53,261
Charitable activities	9	712,663	111,658	824,321
Total expenditure		765,924	111,658	877,582
Net movement in funds		160,670	21,453	182,123
Reconciliation of funds				
Fund balances at 1 April 2019		1,062,512	6,000	1,068,512
Fund balances at 31 March 2020		1,223,182	27,453	1,250,635

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	14		657,272		677,065
Investments	15		9		9
			<u>657,281</u>		<u>677,074</u>
Current assets					
Debtors	18	139,954		57,583	
Cash at bank and in hand		537,853		576,417	
		<u>677,807</u>		<u>634,000</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(90,136)		(60,439)	
		<u></u>		<u></u>	
Net current assets			587,671		573,561
Total net assets			<u>1,244,952</u>		<u>1,250,635</u>
The funds of the charity:					
Restricted funds	22		6,305		27,453
Unrestricted funds					
Unrestricted funds represented by fixed assets		657,281		677,074	
Free reserves		581,366		546,108	
		<u>1,238,647</u>		<u>1,223,182</u>	
General unrestricted funds					
Total unrestricted funds			<u>1,238,647</u>		<u>1,223,182</u>
Total charity funds			<u>1,244,952</u>		<u>1,250,635</u>

These financial statements 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 26 July 2022 and are signed on its behalf by:

D Okell (Chair)
Trustee

Company Registration No. 2806607

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Net cash provided by operating activities	27		(38,795)		239,550
Cash flows from investing activities					
Interest received		232		403	
Net cash generated from investing activities			232		403
Net (decrease)/increase in cash and cash equivalents			(38,563)		239,953
Cash and cash equivalents at beginning of year			576,417		336,464
Cash and cash equivalents at end of year			537,853		576,417

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

At the time of approving the accounts and as detailed in the Trustees' report the Trustees have considered the impact of Covid-19 on the charity and 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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies

(Continued)

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies

(Continued)

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Taxation

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

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

2 Critical accounting estimates and judgements

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds Restated	Restricted funds	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £
Donations and gifts	308,442	73,994	382,436	353,041	133,111	486,152
Legacies receivable	-	-	-	25,000	-	25,000
Grants receivable	35,344	-	35,344	218,384	-	218,384
	<u>343,786</u>	<u>73,994</u>	<u>417,780</u>	<u>596,425</u>	<u>133,111</u>	<u>729,536</u>
Donations and gifts						
Community donations	129,009	-	129,009	131,511	-	131,511
Trust and corporate donations	179,433	73,994	253,427	221,530	133,111	354,641
	<u>308,442</u>	<u>73,994</u>	<u>382,436</u>	<u>353,041</u>	<u>133,111</u>	<u>486,152</u>
Grants receivable for core activities						
Job Retention Scheme	35,344	-	35,344	218,384	-	218,384
	<u>35,344</u>	<u>-</u>	<u>35,344</u>	<u>218,384</u>	<u>-</u>	<u>218,384</u>

The comparative year restatement relates to Job Retention Scheme income received in 2020/21 of £218,384 being reallocated from other income to grant income.

4 Charitable activities

	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy £	Supporting employment £	Total 2022 £	Total 2021 £
Income within charitable activities	<u>376,391</u>	<u>114,679</u>	<u>491,070</u>	<u>311,419</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities (Continued)

For the year ended 31 March 2021

	Physiotherapy £	Supporting employment £	Total £
Income within charitable activities	242,968	68,451	311,419
Analysis by fund			
Unrestricted funds	242,968	68,451	311,419

5 Fundraising events

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Fundraising events	46,106	18,129

6 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Interest receivable	232	403

7 Other income

	Unrestricted funds 2022 £	Unrestricted funds Restated 2021 £
Other income	887	218

Other income of £887 (2021: £218) relates to a Feed-in Tariff (FIT) payment received from the charity's energy provider.

See note 3 for explanation of comparative year restatement.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

7 Other income **(Continued)**

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Costs of generating donations and legacies and events		
Promotion	38,580	3,448
Staff costs	74,301	45,009
Share of support costs (see note 10)	3,614	4,804
	116,495	53,261

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

9 Charitable activities

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2022	Total 2021
	£	£	£	£	£	£
Staff costs	216,684	76,824	45,450	14,247	353,205	358,881
Share of support costs (see note 10)	78,456	255,461	130,353	19,244	483,514	455,044
Share of governance costs (see note 10)	2,136	2,136	2,136	2,136	8,544	10,396
	<u>297,276</u>	<u>334,421</u>	<u>177,939</u>	<u>35,627</u>	<u>845,263</u>	<u>824,321</u>
Analysis by fund						
Unrestricted funds	289,986	246,569	177,939	35,627	750,121	
Restricted funds	7,290	87,852	-	-	95,142	
	<u>297,276</u>	<u>334,421</u>	<u>177,939</u>	<u>35,627</u>	<u>845,263</u>	

For the year ended 31 March 2021

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total
	£	£	£	£	£
Staff costs	200,385	85,873	53,902	18,721	358,881
Share of support costs (see note 10)	46,764	272,567	113,789	21,924	455,044
Share of governance costs (see note 10)	2,599	2,599	2,599	2,599	10,396
	<u>249,748</u>	<u>361,039</u>	<u>170,290</u>	<u>43,244</u>	<u>824,321</u>
Analysis by fund					
Unrestricted funds	239,610	259,519	170,290	43,244	712,663
Restricted funds	10,138	101,520	-	-	111,658
	<u>249,748</u>	<u>361,039</u>	<u>170,290</u>	<u>43,244</u>	<u>824,321</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

10 Support costs

	Support costs	Governance costs	2022 Support costs	Governance costs	2021
	£	£	£	£	£
Staff costs	232,871	-	232,871	257,667	257,667
Depreciation	19,794	-	19,794	20,562	20,562
Utilities and communications	19,853	-	19,853	18,622	18,622
Travel	17,375	-	17,375	15,074	15,074
Printing	85,595	-	85,595	59,488	59,488
Maintenance	50,788	-	50,788	55,302	55,302
Insurance and general expenses	60,852	-	60,852	33,133	33,133
Audit fees	-	2,700	2,700	-	2,650
Accountancy	-	1,980	1,980	-	3,470
Legal and professional	-	3,864	3,864	-	4,276
	<u>487,128</u>	<u>8,544</u>	<u>495,672</u>	<u>459,848</u>	<u>470,244</u>
Analysed between					
Fundraising	3,614	-	3,614	4,804	4,804
Charitable activities	483,514	8,544	492,058	455,044	465,440
	<u>487,128</u>	<u>8,544</u>	<u>495,672</u>	<u>459,848</u>	<u>470,244</u>

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

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2021: £nil) and no trustees were reimbursed expenses (2021: none).

12 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2022 £	2021 £
Fees payable to the company's auditor for the audit of the company's annual accounts	<u>2,700</u>	<u>2,650</u>
All other non-audit services	<u>1,980</u>	<u>3,470</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Charitable activities	27	28
Fundraising	3	3
Administration	1	1
	<u>31</u>	<u>32</u>

Employment costs

	2022 £	2021 £
Wages and salaries	571,742	568,288
Social security costs	35,173	36,095
Other pension costs	53,462	57,174
	<u>660,377</u>	<u>661,557</u>

Redundancy payments of £695 (2021: £11,782) were paid in the year.

There were no employees whose annual remuneration was £60,000 or more (2021: none).

14 Tangible fixed assets

	Short leasehold property £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2021	1,035,041	248,429	1,283,470
At 31 March 2022	<u>1,035,041</u>	<u>248,429</u>	<u>1,283,470</u>
Depreciation			
At 1 April 2021	367,431	238,974	606,405
Depreciation charged in the year	13,072	6,721	19,793
At 31 March 2022	<u>380,503</u>	<u>245,695</u>	<u>626,198</u>
Carrying amount			
At 31 March 2022	<u>654,538</u>	<u>2,734</u>	<u>657,272</u>
At 31 March 2021	<u>667,610</u>	<u>9,455</u>	<u>677,065</u>

All tangible assets are used in functions of the charity and are shown at written down cost. All material assets are used for direct charitable activities. The leasehold land and buildings are subject to a lease that has recently been renewed and will expire in August 2077.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

15 Fixed asset investments

			Other investments
Cost or valuation			
At 1 April 2021 & 31 March 2022			9
Carrying amount			
At 31 March 2022			9
At 31 March 2021			9
Other investments comprise:	Notes	2022 £	2021 £
Investments in subsidiaries	16	9	9

16 Subsidiaries

Details of the charity's subsidiary at 31 March 2022 are as follows:

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

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

17	Financial instruments		2022	2021
			£	£
	Carrying amount of financial assets			
	Debt instruments measured at cost		662,204	623,916
	Equity instruments measured at cost		9	9
			<u>662,213</u>	<u>623,925</u>
	Carrying amount of financial liabilities			
	Measured at cost		12,172	10,555
			<u>12,172</u>	<u>10,555</u>
18	Debtors		2022	2021
			£	£
	Amounts falling due within one year:			
	Trade debtors		121,113	47,499
	Other debtors		5,404	1,770
	Prepayments and accrued income		13,437	8,314
			<u>139,954</u>	<u>57,583</u>
19	Creditors: amounts falling due within one year		2022	2021
		Notes	£	£
	Other taxation and social security		11,628	9,090
	Deferred income	20	66,336	40,794
	Trade creditors		6,483	4,576
	Amounts due to subsidiary undertakings		9	9
	Accruals		5,680	5,970
			<u>90,136</u>	<u>60,439</u>
20	Deferred income		2022	2021
			£	£
	Total deferred income at 1 April 2021		40,794	864
	Amounts received in year		66,336	40,794
	Amounts credited to statement of financial activities		(40,794)	864
			<u>66,336</u>	<u>40,794</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

21 Retirement benefit schemes

Defined contribution schemes

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

The charge to the statement of financial activities in respect of defined contribution schemes was £53,462 (2021: £57,174).

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

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			Movement in funds			Balance at 31 March 2022
	Balance at 1 April 2020	Income	Expenditure	Balance at 1 April 2021	Income	Expenditure	
	£	£	£	£	£	£	£
Physiotherapy fund	-	-	-	-	12,875	(7,290)	5,585
Support worker fund	-	-	-	-	21,165	(20,445)	720
Transition and development	6,000	69,573	(48,120)	27,453	39,954	(67,407)	-
National Lottery Community Fund	-	53,000	(53,000)	-	-	-	-
The National Lottery Reaching Communities Fund	-	10,138	(10,138)	-	-	-	-
	<u>6,000</u>	<u>132,711</u>	<u>(111,258)</u>	<u>27,453</u>	<u>73,994</u>	<u>(95,142)</u>	<u>6,305</u>

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

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

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

The National Lottery Community Fund Coronavirus Community Support Fund provided funding for the return of Covid-19 safe services, specifically for specialist staff, PPE and additional costs incurred by changing delivery methods.

The National Lottery Reaching Communities Fund enables the provision of services to enhance social connectivity for people affected by neuromuscular conditions across the North West.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

23 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	657,272	-	657,272	677,065	-	677,065
Investments	9	-	9	9	-	9
Current assets/(liabilities)	581,366	6,305	587,671	546,108	27,453	573,561
	<u>1,238,647</u>	<u>6,305</u>	<u>1,244,952</u>	<u>1,223,182</u>	<u>27,453</u>	<u>1,250,635</u>

24 Operating lease commitments

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

	2022 £	2021 £
Within one year	1,196	703
Between two and five years	1,794	-
	<u>2,990</u>	<u>703</u>

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2022 £	2021 £
Aggregate remuneration	<u>69,930</u>	<u>69,503</u>

As at 31 March 2022, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2021: £9).

There were no other related party transactions.

No guarantees have been given or received.

26 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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

27	Cash generated from operations	2022	2021
		£	£
	Net income for the year (as per the statement of financial activities)	(5,683)	182,123
	Adjustments for:		
	Investment income recognised in statement of financial activities	(232)	(403)
	Depreciation of tangible fixed assets	19,794	20,562
	Movements in working capital:		
	(Increase)/decrease in debtors	(82,371)	5,340
	Increase/(decrease) in creditors	4,155	(8,002)
	Increase in deferred income	25,542	39,930
	Net cash provided by operating activities	(38,795)	239,550

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Accounts

Charity Registration No. 1023606

Company Registration No. 2806607 (England and Wales)

NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	G Edwards M Hawes A Jeffs I Martin D Okell (Chair from 15 April 2021) M Roberts (not a director) E Sands W Stothart
Chief Executive	M Lanham
Secretary	B Dale
Charity number	1023606
Company number	2806607
Registered office	Woodford Lane West Winsford Cheshire CW7 4EH
Auditors	BWM Castle Chambers 43 Castle Street Liverpool L2 9SH
Bankers	Barclays Bank Plc 21 Dingle Walk Winsford Cheshire CW7 1AG Nationwide Building Society 5 - 11 St Georges Street Douglas Isle of Man IM99 1AS
Solicitors	Barrow & Cook 5-7 Victoria Square St Helens Merseyside WA10 1HH

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE CONTENTS

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NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association (as amended 17 October 2019), the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

Charitable objects

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

Mission

The NMC's mission is to work together with people affected by muscle diseases, creating an environment where full potential and positive wellbeing are achieved, through employment, training, support and physiotherapy.

Aims and activities

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

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

The unique combination of services provided by the charity are offered directly to individuals and their families across the UK. Where practicable, physical management programmes are tailored to the needs of each individual, depending on their type of dystrophy and physical condition, through regular sessions of physiotherapy and hydrotherapy. As a 'centre of excellence' in the physical management of muscular dystrophy and related neuromuscular conditions, the charity offers help and advice to other organisations worldwide.

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

NMC strategies - Strategy Overview for 2021-2022

We had 10 Strategic Priorities for the next 2 years, but these are very much subject to review and change in the wake of the pandemic;

1. Virtual Replication

We will explore, test and use the latest technology channels and IT to enable NMC to reach out and connect to people who are unable to physically come to the Centre. The aim is to seek to enable people to participate in, and benefit from, the fullest possible range of NMC support and activities remotely.

2. Reputation for quality

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

3. Strong relationships

We will maintain and strengthen relationships with key stakeholders. In particular we will focus on those who donate and invest in our charity. We will seek an even greater understanding of donors' motivations so that we can ensure that they remain feeling valued and connected to the cause they have invested in.

4. Partnering

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

5. Transition

To proactively seek to connect with more young people with neuromuscular conditions, and with their parents, siblings and other family. We will work to offer support for successful transition to adulthood. We will work to define "success" and we will develop a range of approaches that best enable transition. Our aim is for children and young people with neuromuscular conditions to grow to become fully independent adults and to be productive citizens contributing to our society in the best possible way.

6. Sustainable income

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

7. Design and Print Social Enterprise

We will undertake an extensive review and refresh of the Design and Print operation. We will set out refreshed direction and goals to reflect changes in the both the competitive and operating environment.

We will review customer service, pricing and production.

We will ensure that the Social Enterprise, that is so much at the core of our charity, is managed, staffed and organised for maximum success and resilience.

8. Emotional and mental wellbeing service

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

9. Accommodation

We will undertake a feasibility study to enable us to plan how we might be able to meet demand for accessible accommodation, in the vicinity of NMC, to suit those with neuromuscular conditions.

As part of this work we will consider the practicalities of buying a house as an additional resource for the use of our community.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

10. NMC's 30th Birthday

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

The coronavirus crisis has impacted on our ability to progress these strategic priorities. We have a great deal to adjust and respond to as we hopefully emerge from the crisis. It has impacted hugely on the priorities of the charity. We are planning for elements of the Strategic Plan such as Virtual NMC and Emotional and Mental Wellbeing Service to feature in our work. Aims like the creation of some NMC overnight accommodation is now highly unlikely to be progressed in the year ahead but remains a longer-term ambition. Our plan to celebrate 30 years of NMC was simply not possible during the pandemic.

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 2020-21

Rather than list a series of specific plans for 2020-21, we set out to respond to the immediate challenges of the early days of the pandemic as best we were able. We then acknowledged that we would probably need to set about rebuilding the charity, as necessary, in the aftermath of the coronavirus crisis. We set out our response below;

- We will need to take stock of the charity's resources. The impact of the crisis on our team, our wider community, our income, and our reserves cannot be gauged at this point. As soon as we can gauge the impact, then the sooner we can start to develop our action plan.
- New approaches to fundraising will be developed to reflect any societal changes. We recognise, for example, that people may be less willing to be near others even after the crisis is 'over'. We will need to adapt our fundraising events to reflect this.
- We will need to carefully assess the clinical priorities for our Physiotherapy clients. We may have individuals who need more urgently to recommence hands on therapies. There may be remaining infection risks to manage in new ways for our team.
- We will need to carefully assess how the NMC community's needs and wants may have altered following the crisis.
- We will plan to expand and extend our reach through developing our 'Virtual NMC' offering.
- We recognise that many individuals will have suffered mental and emotional stresses and traumas as a result of the crisis. Our plans to develop and extend service in this area will be accelerated and expanded to respond to this forecast greater need.
- Agility, flexibility, and an acceptance of new realities will be central to NMC's work in 2020-21 and central to our success.

We have assessed, responded, and acted in all the ways we set out during the year.

Fundraising performance

- Trust and corporate income £355k
- Community donations £132k
- Events income £18k
- Statutory income £243k
- Design+Print income £68k

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

Fundraising

The NMC employs fundraisers directly. We don't engage external fundraising consultants. The NMC would never employ 'chuggers' for street collections on its behalf. The fundraising team is complemented by committed volunteers to help raise the required funds.

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

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

Plans for 2021-22

- We plan to take the best elements of the virtual communication tools that flourished during the pandemic and blend those with safe onsite physical meetings, conferences, and workshops. We strive to create a hybrid set of tools to enable bigger and better gatherings.
- We plan to enable more outdoor activities by utilising our substantial outdoor space more effectively and accessibly. As a practical step we intend to hire a marquee for the summer and encourage as much NMC activity as possible to be outside. We hope this will help many to overcome the anxiety they feel about venturing out of the home for what may really be the first time in a year.
- We are determined to get our accessible allotment fully up and running this year. We are recruiting a part time gardener to facilitate and enable many in our community to become involved in growing and nurturing plants.
- We have a much larger group of young people now as part of the NMC community. We have a "Coaching for Independence" team who have been incredibly supportive of younger people with neuromuscular conditions throughout the pandemic. We are committed to resourcing and prioritising this area of activity in the recovery phase, post-pandemic.
- Our Design and Print Social Enterprise has kept working throughout the pandemic. The talented team of designers have been equipped to work from home and, whilst not without challenges, this has worked remarkably well. The business is well placed to bounce back with a solid order book and many loyal customers. We are optimistic that the ahead will be a successful one based on vibrant early green shoots.
- We plan to carefully and cautiously expand the physiotherapy team to reflect growing demand and the gradual return of more and more people keen to access treatment and exercise.
- We plan to stage fundraising events again. During the pandemic we had some remarkable success with online versions of established events. We may well build on those experiences to give us a mixed portfolio of actual physical events and virtual online events.
- We are planning a substantial strand of activity to respond to people's mental health needs. Talking therapies, mindfulness sessions, facilitated supportive group sessions alongside a myriad of other friendship and wellbeing focused activities are planned.

All the above are of course dependent on the prevailing mood in society generally, and in the NMC community specifically, about the virus and levels of confidence about personal safety in situations with other people.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2021**

Financial review

- NMC's financial performance has been stronger than anticipated during the pandemic.
- The Government's Coronavirus Job Retention Scheme (Furlough) has underpinned and enabled our overall satisfactory financial performance.
- Design+Print revenues were decimated by the pandemic. Encouraging signs of recovery at the end of the year.
- The NMC has some assets in the form of the building it has on land leased from Cheshire West and Chester Council but no up to date valuation is available.
- NMC holds no other substantial asset beyond its minibuses, day to day office, physio and IT equipment.
- NMC has consistently maintained total unrestricted reserves at 3 month running costs throughout 2020-21.

Reserves policy

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

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

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

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

The current reserves level is £1,250,636, with free reserves being £546,108. Reserves have been built to enable the NMC to properly fund services, and be agile when encountering changing circumstances during the potential uncertainty of the post pandemic environment.

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.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

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:

A Craig (Chair to 15 April 2021)	(Resigned 15 April 2021)
G Edwards	
M Hawes	
A Jeffs	
I Martin	
S McDowell	(Resigned 15 April 2021)
D Okell (Chair from 15 April 2021)	
M Roberts (not a director)	
E Sands	
W Stothart	

Appointment of trustees

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

Trustee induction and training

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

Organisation

The Board of Trustees is ultimately responsible for the management of the Neuromuscular Centre. The Board will meet quarterly. A Chief Executive, with delegated authority, is appointed by and accountable to the trustees for managing the day-to-day operations of the NMC and the delivery of operational plans.

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

Auditor

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

Disclosure of information to auditor

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)
*FOR THE YEAR ENDED 31 MARCH 2021***

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

D Okell (Chair from 15 April 2021)

Trustee

Dated: 3 August 2021

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2021**

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

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

In preparing these accounts, the trustees are required to:

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

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

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

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

Opinion

We have audited the financial statements of NeuroMuscular Centre (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF NEUROMUSCULAR CENTRE

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

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

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

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

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

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

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

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

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

Other matters

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)
for and on behalf of BWM**

23 August 2021

**Chartered Accountants
Statutory Auditor**

Castle Chambers
43 Castle Street
Liverpool
L2 9SH

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021**

Current financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	378,041	133,111	511,152	485,979
Charitable activities	4	311,419	-	311,419	620,770
Fundraising events	5	18,129	-	18,129	92,806
Investments	6	403	-	403	1,295
Other income	7	218,602	-	218,602	2,688
Total income		926,594	133,111	1,059,705	1,203,538
<u>Expenditure on:</u>					
Raising funds	8	53,261	-	53,261	169,765
Charitable activities	9	712,663	111,658	824,321	977,131
Total expenditure		765,924	111,658	877,582	1,146,896
Net income for the year/ Net movement in funds		160,670	21,453	182,123	56,642
<u>Reconciliation of funds</u>					
Fund balances at 1 April 2020		1,062,512	6,000	1,068,512	1,011,870
Fund balances at 31 March 2021		1,223,182	27,453	1,250,635	1,068,512

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021**

Prior financial year

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
<u>Income from:</u>				
Donations and legacies	3	421,457	64,522	485,979
Charitable activities	4	620,770	-	620,770
Fundraising events	5	92,806	-	92,806
Investments	6	1,295	-	1,295
Other income	7	2,688	-	2,688
Total income		1,139,016	64,522	1,203,538
<u>Expenditure on:</u>				
Raising funds	8	169,765	-	169,765
Charitable activities	9	918,609	58,522	977,131
Total expenditure		1,088,374	58,522	1,146,896
Net income/(expenditure) for the year				
Net movement in funds		50,642	6,000	56,642
Reconciliation of funds				
Fund balances at 1 April 2019		1,011,870	-	1,011,870
Fund balances at 31 March 2020		1,062,512	6,000	1,068,512

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

All income and expenditure derive from continuing activities.

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

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

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	14	677,065		697,627	
Investments	15	9		9	
		<u>677,074</u>		<u>697,636</u>	
Current assets					
Debtors	18	57,583		62,923	
Cash at bank and in hand		576,417		336,464	
		<u>634,000</u>		<u>399,387</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(60,439)		(28,511)	
		<u></u>		<u></u>	
Net current assets		573,561		370,876	
Total net assets		<u>1,250,635</u>		<u>1,068,512</u>	
The funds of the charity:					
Restricted funds	22	27,453		6,000	
Unrestricted funds					
Unrestricted funds represented by fixed assets		677,074		697,636	
Free reserves		546,108		364,876	
		<u>1,223,182</u>		<u>1,062,512</u>	
General unrestricted funds					
Total unrestricted funds		1,223,182		1,062,512	
Total charity funds		<u>1,250,635</u>		<u>1,068,512</u>	

These financial statements 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 3 August 2021 and are signed on its behalf by:

D Okell (Chair from 15 April 2021)
Trustee

Company Registration No. 2806607

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Net cash provided by operating activities	27		239,550		98,230
Cash flows from investing activities					
Interest received		403		1,295	
Net cash generated from investing activities			403		1,295
Net increase in cash and cash equivalents			239,953		99,525
Cash and cash equivalents at beginning of year			336,464		236,939
Cash and cash equivalents at end of year			576,417		336,464

NEUROMUSCULAR CENTRE COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

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

1.1 Accounting convention

The 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 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.

Covid-19 has had a profound effect on the Neuromuscular Centre and the community it serves. The safety and wellbeing of our staff, and the individuals who access our on-site services is of paramount importance, and as a consequence of that and the quarantine rules, the Centre has been closed to the public. As a result, many of our employees have not been able to work, leading to them being furloughed. The Centre has accessed the Government's Job Retention Scheme for much welcomed support.

It has been vital to maintain a level of support to our community though, and in giving the Centre the ability to do so, a core staff has not been furloughed, allow support to continue through phone calls and digital technologies. This has highlighted the importance of our work in making timely, caring and professional interventions for people who have really struggled without the vibrant family atmosphere that under normal circumstances the Centre provides.

Whilst income has been negatively impacted, particularly from CCGs and from Fundraising Events, the Management Team has sought to minimise costs in order to reduce the impact of the virus.

At the time of approving the accounts and as detailed in the Trustees' report the Trustees have considered the impact of Covid-19 on the charity and 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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

1 Accounting policies

(Continued)

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

1 Accounting policies

(Continued)

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	Straight line basis over the life of the lease
Fixtures, fittings & equipment	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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

1 Accounting policies

(Continued)

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.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £	2020 £	2020 £	2020 £
Donations and gifts	353,041	133,111	486,152	420,457	64,522	484,979
Legacies receivable	25,000	-	25,000	1,000	-	1,000
	<u>378,041</u>	<u>133,111</u>	<u>511,152</u>	<u>421,457</u>	<u>64,522</u>	<u>485,979</u>
Donations and gifts						
Community donations	131,511	-	131,511	198,212	-	198,212
Trust and corporate donations	221,530	133,111	354,641	222,245	64,522	286,767
	<u>353,041</u>	<u>133,111</u>	<u>486,152</u>	<u>420,457</u>	<u>64,522</u>	<u>484,979</u>

4 Charitable activities

	Unrestricted funds	Unrestricted funds	Unrestricted funds	Unrestricted funds
	Physiotherapy £	Supporting employment £	Total 2021 £	Total 2020 £
Income within charitable activities	<u>242,968</u>	<u>68,451</u>	<u>311,419</u>	<u>620,770</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities (Continued)

For the year ended 31 March 2020

	Physiotherapy £	Supporting employment £	Total £
Income within charitable activities	490,000	130,770	620,770
Analysis by fund			
Unrestricted funds	490,000	130,770	620,770

5 Fundraising events

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Fundraising events	18,129	92,806

6 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest receivable	403	1,295

7 Other income

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Coronavirus Job Retention Scheme Grant	218,384	-
Other income	218	2,688
	218,602	2,688

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
<u>Costs of generating donations and legacies and events</u>		
Promotion	3,448	79,329
Staff costs	45,009	87,056
Share of support costs (see note 10)	4,804	3,380
	<u>53,261</u>	<u>169,765</u>

**NEUROMUSCULAR CENTRE
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

9 Charitable activities

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total 2021	Total 2020
	£	£	£	£	£	£
Staff costs	200,385	85,873	53,902	18,721	358,881	380,340
Share of support costs (see note 10)	46,764	272,567	113,789	21,924	455,044	586,597
Share of governance costs (see note 10)	2,599	2,599	2,599	2,599	10,396	10,194
	<u>249,748</u>	<u>361,039</u>	<u>170,290</u>	<u>43,244</u>	<u>824,321</u>	<u>977,131</u>
Analysis by fund						
Unrestricted funds	239,610	259,519	170,290	43,244	712,663	
Restricted funds	10,138	101,520	-	-	111,658	
	<u>249,748</u>	<u>361,039</u>	<u>170,290</u>	<u>43,244</u>	<u>824,321</u>	

For the year ended 31 March 2020

	Physiotherapy	Advocacy and care support	Supporting employment	Training	Total
	£	£	£	£	£
Staff costs	225,520	85,467	56,782	12,571	380,340
Share of support costs (see note 10)	84,435	333,727	145,080	23,355	586,597
Share of governance costs (see note 10)	2,549	2,549	2,548	2,548	10,194
	<u>312,504</u>	<u>421,743</u>	<u>204,410</u>	<u>38,474</u>	<u>977,131</u>
Analysis by fund					
Unrestricted funds	312,504	363,221	204,410	38,474	918,609
Restricted funds	-	58,522	-	-	58,522
	<u>312,504</u>	<u>421,743</u>	<u>204,410</u>	<u>38,474</u>	<u>977,131</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

10 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	257,667	-	257,667	264,314	-	264,314
Depreciation	20,562	-	20,562	37,282	-	37,282
Utilities and communications	18,622	-	18,622	19,012	-	19,012
Travel	15,074	-	15,074	35,592	-	35,592
Printing	59,488	-	59,488	93,583	-	93,583
Maintenance	55,302	-	55,302	68,292	-	68,292
Insurance and general expenses	33,133	-	33,133	71,902	-	71,902
Audit fees	-	2,650	2,650	-	2,600	2,600
Accountancy	-	3,470	3,470	-	3,160	3,160
Legal and professional	-	4,276	4,276	-	4,434	4,434
	<u>459,848</u>	<u>10,396</u>	<u>470,244</u>	<u>589,977</u>	<u>10,194</u>	<u>600,171</u>
Analysed between						
Fundraising	4,804	-	4,804	3,380	-	3,380
Charitable activities	<u>455,044</u>	<u>10,396</u>	<u>465,440</u>	<u>586,597</u>	<u>10,194</u>	<u>596,791</u>
	<u>459,848</u>	<u>10,396</u>	<u>470,244</u>	<u>589,977</u>	<u>10,194</u>	<u>600,171</u>

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

11 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2021 £	2020 £
Fees payable to the company's auditor for the audit of the company's annual accounts	<u>2,650</u>	<u>2,600</u>
All other non-audit services	<u>3,470</u>	<u>3,160</u>

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year (2020 £nil) and no trustees were reimbursed expenses (2020, no trustees were reimbursed expenses).

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Charitable activities	28	34
Fundraising	3	3
Administration	1	1
	<u>32</u>	<u>38</u>

Employment costs

	2021 £	2020 £
Wages and salaries	568,288	633,228
Social security costs	36,095	40,837
Other pension costs	57,174	57,645
	<u>661,557</u>	<u>731,710</u>

Redundancy payments of £11,782 (2020 £nil) were paid in the year.

There were no employees whose annual remuneration was £60,000 or more.

14 Tangible fixed assets

	Short leasehold property £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2020	1,035,041	248,429	1,283,470
At 31 March 2021	<u>1,035,041</u>	<u>248,429</u>	<u>1,283,470</u>
Depreciation			
At 1 April 2020	354,338	231,505	585,843
Depreciation charged in the year	13,093	7,469	20,562
At 31 March 2021	<u>367,431</u>	<u>238,974</u>	<u>606,405</u>
Carrying amount			
At 31 March 2021	<u>667,610</u>	<u>9,455</u>	<u>677,065</u>
At 31 March 2020	<u>680,703</u>	<u>16,924</u>	<u>697,627</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

17	Financial instruments		2021	2020
			£	£
	Carrying amount of financial assets			
	Debt instruments measured at cost		623,916	385,461
	Equity instruments measured at cost		9	9
			<u>623,925</u>	<u>385,470</u>
	Carrying amount of financial liabilities			
	Measured at cost		<u>10,555</u>	<u>16,038</u>
18	Debtors		2021	2020
			£	£
	Amounts falling due within one year:			
	Trade debtors		47,499	48,997
	Other debtors		1,770	3,396
	Prepayments and accrued income		8,314	10,530
			<u>57,583</u>	<u>62,923</u>
19	Creditors: amounts falling due within one year		2021	2020
		Notes	£	£
	Other taxation and social security		9,090	11,609
	Deferred income	20	40,794	864
	Trade creditors		4,576	10,354
	Amounts due to subsidiary undertakings		9	9
	Other creditors		-	35
	Accruals		5,970	5,640
			<u>60,439</u>	<u>28,511</u>
20	Deferred income		2021	2020
			£	£
	Total deferred income at 1 April 2020		864	13,169
	Amounts received in year		40,794	864
	Amounts credited to statement of financial activities		(864)	(13,169)
			<u>40,794</u>	<u>864</u>

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
*FOR THE YEAR ENDED 31 MARCH 2021***

21 Retirement benefit schemes

Defined contribution schemes

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

The charge to the statement of financial activities in respect of defined contribution schemes was £57,174 (2020 - £57,645). Contributions totalling £nil (2020 - £35) were payable to the fund at the balance sheet date and are included within creditors.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

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:

	Balance at 1 April 2019 £		Movement in funds		Balance at 1 April 2020 £		Movement in funds		Balance at 31 March 2021 £	
	£		Income	Expenditure	£		Income	Expenditure	£	
Physiotherapy fund	-		2,560	(2,560)	-		-	-	-	
Support worker fund	-		28,365	(28,365)	-		-	-	-	
Transition and development	-		33,597	(27,597)	6,000		69,573	(48,120)	27,453	
National Lottery Community Fund	-		-	-	-		53,000	(53,000)	-	
The National Lottery Reaching Communities Fund	-		-	-	-		10,138	(10,138)	-	
	-		64,522	(58,522)	6,000		132,711	(111,258)	27,453	

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

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

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

The National Lottery Community Fund Coronavirus Community Support Fund provided funding for the return of Covid-19 safe services, specifically for specialist staff, PPE and additional costs incurred by changing delivery methods.

The National Lottery Reaching Communities Fund enables the provision of services to enhance social connectivity for people affected by neuromuscular conditions across the North West.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

23 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Tangible assets	677,065	-	677,065	697,627	-	697,627
Investments	9	-	9	9	-	9
Current assets/ (liabilities)	546,108	27,453	573,561	364,876	6,000	370,876
	<u>1,223,182</u>	<u>27,453</u>	<u>1,250,635</u>	<u>1,062,512</u>	<u>6,000</u>	<u>1,068,512</u>

24 Operating lease commitments

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

	2021 £	2020 £
Within one year	703	2,813
Between two and five years	-	703
	<u>703</u>	<u>3,516</u>

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, is as follows.

	2021 £	2020 £
Aggregate remuneration	<u>69,503</u>	<u>69,906</u>

As at 31 March 2021, there is a creditor balance owing to the wholly owned subsidiary NMC Trading Limited of £9 (2020: £9).

There were no other related party transactions.

No guarantees have been given or received.

**NEUROMUSCULAR CENTRE
COMPANY LIMITED BY GUARANTEE**
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

26 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.

27 Cash generated from operations	2021 £	2020 £
Net income for the year (as per the statement of financial activities)	182,123	56,642
Adjustments for:		
Investment income recognised in statement of financial activities	(403)	(1,295)
Depreciation of tangible fixed assets	20,562	37,282
Movements in working capital:		
Decrease in debtors	5,340	26,542
(Decrease) in creditors	(8,002)	(8,636)
Increase/(decrease) in deferred income	39,930	(12,305)
Net cash provided by operating activities	239,550	98,230