

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales · Charity number 1008128

Details

Other names DEMAND

Status Registered

Legal form Charitable company

Company number [02671913](#)

Registered 1992-02-10

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

Contact

Address c/o Building Bloqs
2 Anthony Way
London
N18 3QT

Phone 01923681800

Email info@demand.org.uk

Website www.demand.org.uk

Activities

Objects: THE RELIEF OF DISABLED, HANDICAPPED OR INFIRM PERSONS

Activities: We design and make equipment for people with disabilities where existing solutions are either inaccessible or inadequate. We also provide an equipment sign-posting service. We improve & repair equipment already in use, and we encourage interest in design for disability through close ties with universities & via annual student placements enabling students to develop people centred design skills

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Amateur Sport, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£388,246	£537,716	-	-
2023-12-31	£323,286	£451,396	-	-
2022-12-31	£333,377	£408,491	-	-
2021-12-31	£455,545	£406,606	-	-
2020-12-31	£455,853	£418,236	-	-

Trustees

Name	Role	Appointed
Stephen Miller	Chair	2024-03-01
Andrew John Parsons		2022-04-28
John Peter Plunkett		2022-04-28
KATHERINE WHITE		2012-07-04
NEIL JAMES CHITTY		2022-11-07
Victoria Lyons		2021-07-19

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales - Charity number 1008128

Accounts



**DEMAND DESIGN AND MANUFACTURE FOR
DISABILITY**
(a company limited by guarantee)

**Annual Report
And Financial Statements
For
Year Ended 31 December 2024**

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Contents of the Report of the Trustees and Financial Statements for the year ended 31 December 2024

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Reference and administrative details for the year ended 31 December 2024

Status	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 st July 1980 and incorporated on 17 th December 1991.
Governing Document	The Charity was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In 2010 a trading subsidiary (DEMAND SRM Ltd) was established and which remains dormant.
Company Registration Number	2671913 (England & Wales)
Charity Registration Number	1008128 (England & Wales)
Registered Office and Principal Office	c/o Building Bloqs, 2 Anthony Way, London N18 3QT
Chair of Trustees	Stephen Miller (appointed 01/03/2024)
Trustees	Neil Chitty Victoria Lyons Thomas Mercer Andrew Parsons John Plunkett Katherine White
Principal Staff	Gary Evans – Chief Executive (Resigned 04/04/25) Mike Smith – Chief Executive (Appointed 14/07/25)
Company Secretary	Frances Evans (Resigned 04/04/25)
Bankers	Barclays Bank UK PLC, Leicester, LE87 2BB
Legal Advisors	Sherrards Solicitors LLP, 1-3 Pemberton Row, London EC4A 3BG
Independent Auditors	Gerald Edelman LLP Chartered Accountants 73 Cornhill, London EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

Annual Report of the Trustees

The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 December 2024. The Trustees have adopted the provisions of 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).

In this report DEMAND Design & Manufacture for Disability is referred to as DEMAND or "the Charity".

A Message from the Chair

Now settled in the largest professional open access makerspace in Europe, Building Bloqs in Edmonton, which provides us with state-of-the-art and manufacturing facilities and embeds us in a community of vibrant and talented skilled makers, we combine this great environment with our ingenious full-time expert designers and makers to offer a service which is unique in our sector to disabled people the length and breadth of the UK,

2024 has been a year of adjustment, adaptation, and invention, all targeted at delivering greater positive impact by meeting disabled people's assistive technology needs when mainstream products fall short, do not exist, or are not accessible. Given the great work it does, it is easy to forget how small the team is, so it is no surprise that it is as much as they can do to keep pace with the wide-ranging and challenging enquiries that keep coming in every week - everything from articulating artists' easels (Freasel), ride-on toys for young people with autism (Big Car - helping them engage with outdoor spaces better), through to people needing custom dressing aids, and to schools needing screen masks for iPads. No enquiry goes unexamined, although, sadly, our resources don't allow us to help everyone who gets in touch. The current list of over 60 live enquiries equates to the potential unmet needs of between 180 and 700 people (depending on whether we're dealing with individuals, families, therapy groups, sporting clubs, or schools), and the list never gets any shorter or simpler.

Throughout the year we have concentrated on finalising the designs of several products and ramping up production so we can get product to people more quickly, and like many small (and dare I say, unusual) charities we continue to face stiff financial headwinds. That said we remain confident and optimistic in our ability to continue to innovate and to create working solutions for complex problems. The impact of this work can be game-changing for individuals, as well as for groups of people and so it is right and proper that we have invested significantly in capacity and capability building as well as raising awareness of our products and services.

Our achievements, and the realisation of our plans, are only possible with the continued backing of the many Trusts and Foundations, businesses (both local and global), community groups, and individuals up and down the country, who support us financially, materially, and in kind.

On behalf of the Trustees, I thank all the team, our clients, our donors, and our supporters who make it possible for us to be able to contribute meaningfully to the lives of so many people by removing barriers to inclusion, participation, and independence.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

The aims and objectives of DEMAND

Our vision is of a society which does not disable people.

Our mission is to codesign and craft innovative products and solutions that are a bridge to access, comfort, independence, learning, earning, and the many other aspects of a fulfilling life.

In its current context this means

- designing, modifying, adapting, repurposing, and manufacturing mission aligned products and solutions
- providing educational support in the form of mentoring, coaching, work experience, and industrial placements to secondary school age and undergraduate students, and
- advancing the knowledge and awareness of individuals and the public generally of the needs, requirements, and challenges of physically and neurologically diverse people

The strategies employed to achieve the charity's aims and objectives are:

- a) To offer a sign-posting service which helps people quickly find equipment solutions,
- b) To create, and to make available, facilities, systems, platforms, and processes for knowledge sharing, and to facilitate knowledge sharing,
- c) To continuously develop our Original Equipment Design and Manufacturing (OEDM) capabilities,
- d) To strengthen and increase the long-term resilience of the charity; culturally, financially, and operationally.

Putting these strategies into action we currently have 6 main areas of activity which are:

- a) A solutions Helpline
- b) Collaborative Design
- c) Productionisation
- d) Manufacturing and Fulfilment
- e) Product Support
- f) Online Tools
- g) Student Support

Solutions Helpline

DEMAND's signposting service is a vital component of our work which consistently helps people navigate the complex world of assistive tech products and services. We work via phone, email via post and in person to understand everyone's needs in whatever way works for them and be able to offer the most suitable advice.

In many cases, enquirers' needs can be addressed with products and services already available on the open market, even if they are not always straightforward to identify and obtain. Sometimes it is just a case of knowing the right question to ask whilst at other times some lateral and creative thinking is required to pinpoint an ideal solution. In 2023, 55 individuals and families were helped in this way.

We never turn anyone away from our advice service. Often, the enquiries we deal with involve collaboration between various health professionals in different departments, care providers, families and other product manufacturers, service providers and funding mechanisms. Our

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

team regularly acts as a conduit for communication and activates separate parties to collaborate on a workable solution that makes a huge difference to the enquirer.

Collaborative Design

DEMAND's signposting service always has, and continues to do so today, revealed individuals underserved by the equipment that's available and who need an even more creative approach to get the game-changing kit they need.

Since our founding in 1980, DEMAND continues to innovate every day to fill this gap with equipment and products designed alongside users and where there is a small but clearly identified wider need, to make those designs available to all who would benefit.

The projects we undertake meet the needs of people of all ages and range in complexity from the deceptively simple (e.g. a grabbing tool) to the complex (e.g. a fully articulating, fold-away artists' easel for people with impaired motor control). Projects vary in cost from a few hundred to many thousands of pounds and may take anything from a few days to many months to complete. It is in working on such projects that our placement and work experience students get to understand the meaning and practice of co-design, user-centred design, inclusive design, and design for disability.

Productionisation

The promotion of our work online, on social media platforms and in the real world will often reveal a wider unmet need for our custom equipment which would remain so if left to commercial manufacturers to develop the designs for production. The market for products like those designed by the team at DEMAND is relatively small and so it is generally uneconomic for mainstream manufacturers to pick up and run with these products on a commercial scale. Many innovative products never see the light of day because of this.

It is because of this that we have adopted an 'always design for production' philosophy for all our projects. Through working closely with users, thoughtful design, comprehensive modelling, and detailed documentation, it has become much easier and affordable to make that original prototype available to many; the research and development cost being written off against that original project work.

Manufacturing and Fulfilment

Products developed from individuals' enquiries and have been productionised and are now available through the charity's online shop include the Freasel (an articulated artists' easel), the Sensory Shell Chair (for young people with sensory processing disorders such as autism to help them make sense of their world by limiting environmental stimuli), Floor sitters, and musical instrument stands.

Our popular range of boccia ramps already provides sporting and social opportunities for people on every continent (except Antarctica). Sports clubs, youth clubs, community groups, schools and latterly, care homes, have access to a truly inclusive sport by investing in our low cost, entry level 'Lite' model and at the top end of the range the Apex - a full international competition class ramp suitable for the full range of players and co-designed with one of England's most successful international competitors.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

Product Support

We offer product support for every custom piece of equipment that leaves our workshop for as long as it's required by the person who uses it. Often this is for many years or even decades if no other alternative solutions have since become available and often includes re-manufacturing the item to ensure it's safe and serviceable.

For products obtained from our shop, we offer a comprehensive troubleshooting, service, repair and spare parts offering that means products like our boccia ramps and accessible easels go on to keep providing value year after year.

Online Tools

We develop and support cracked-it.org which is an on-line platform designed to connect people with equipment needs and challenges to a global community of designers, engineers, and makers. In addition, cracked-it.org provides a platform on which we share designs for custom equipment which are made available under open license, allowing many more people to help themselves and to help others wherever they are in the world.

Student Support

Using a "user-centred" approach to design means we are constantly learning from the people we engage with. We love sharing our skills and knowledge and we are thrilled that our work provides unique learning experiences for our undergraduate placement, and work experience students who come to us for a better understanding of co-design, design for disability, and of inclusive design. We are delighted that despite the challenges of the past couple of years we have continued to deliver these opportunities so that future generations of designers pause to consider the needs of the few as much as those of the many and then go on to create products and services which properly cater for the needs of disabled people throughout their careers.

We have welcomed school age and undergraduate students into our workshops for many years and during 2024 we had 4 students on industrial placements. The charity benefits enormously from their energy, enthusiasm, and contribution; working with energetic and creative people always stimulates new and different thinking within the organisation which has driven change in working methods and spawned several interesting products.

We also provide practical advice to students working on their own design for disability projects where the valuable and rare insights of our skilled team are much sought after.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. The review looks at what we have achieved and the outcomes of our work, and the benefits they have to those people we aim to work with. It helps us ensure our aims, objectives and activities remain focused on our stated purpose.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set, and the Charity Commission's guidance on public benefit;

- The public benefit requirement (PB1)
- Public benefit: running a charity (PB2)

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- Public benefit: reporting (PB3)

Performance and achievements

After relocating operations to Building Bloqs, Europe's largest and best-equipped professional open workshop, in the London Borough of Enfield, the team has adapted quickly to a much different working environment than the charity has provided for decades. No longer a discrete crew in its own building, it has had to rethink many of its processes and methods to make best use of the equipment and facilities 'Bloqs' has to offer. This level of change may not fix all our challenges, but it certainly unearths many!

This has been a mammoth undertaking and is arguably the most physical manifestation of charity's transformation agenda which gives us more financial flexibility, and increased operational flexibility, capability, and capacity. It is heartening to witness a 50% increase in the number of people helped this year compared to a very disrupted 2023.

We were excited to welcome our new Chair of Trustees, Stephen Miller, who brings new perspectives and skills to the Board as well as a deep understanding of the challenges disabled people face from his own lived experience and from his work at the Business Disability Forum.

We have further developed our relationships with manufacturing partners for finished goods as well as for component parts, and our Floorsitters, Boccia Lite ramp, and Pro-X ramp production continue to be successfully outsourced. Whilst we retain the capability to manufacture these products in-house should the need arise, we believe it is a far better use of everyone's time to focus more on much needed solutions than on repetitive manufacturing.

We really enjoy getting positive feedback for our work and products, and to be able to remind ourselves that our 'day-to-day' makes as much of a difference to people as it ever did like for this family;

"[Our son] loves being in the garden, submersing himself in imaginative play. The big car allows him to continue doing this, picking up where the Little Tikes car left off. It means the absolute world to him to have this in his life."

We were also delighted to receive this feedback on a custom scoot trike from this father;

"Eben has been enjoying his new trike and it's definitely been an upgrade from the Scuttle bug he has been using. Thank you so much as it's really making a difference. His teachers have had no problem with it and say that he finds it easy to get around the classroom, it's also easier to lift him on and off because of the lower bar and seat position."

Key Performance Indicators

Now enjoying a degree of stability that has been absent for a couple of years, after the pandemic and our move to BLOQS, it is wonderful that 518 people, their families, friends and caregivers have had more opportunities to engage in sport, arts and activities of everyday life with more comfort and independence thanks to creative solutions from our workshop and helpline.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

	2024	2023
Revenue	£388,246	£323,286
Expense	£537,716	£451,396
Surplus/(Deficit)	(£149,470)	(£128,110)
Beneficiaries	518	345

Transformation is challenging, sometimes requires leaps of faith, and always requires investment. Once the trustees had resolved to change the way the charity operates, and fully understanding the tricky fundraising landscape, it was planned to utilise the charity's reserves to effect change, and therefore our budgets for both 2023 and 2024 reflected this. The deficit for this year was c£50K more than budgeted which was wholly down to lacklustre revenue generation.

Trust fundraising, on which the charity has depended on since inception, has changed immeasurably in the last few years. Many trusts are tightening up their eligibility guidelines, some are no longer accepting unsolicited applications, others are pausing their grant making, quite a few are even closing completely. There is huge competition for the available funds and success rates for applications are down considerably.

Small, niche, charities like DEMAND will always find it difficult to reach a large enough general audience from which to attract donations in excess of the cost of any fundraising activity, and so our strategy of developing a wider range of volume products which can be sold to provide a more resilient and predictable income stream makes more sense now than ever.

The sale of our previous workshop contributed greatly to a healthier balance sheet so forward cover, calculated on the average budgeted monthly future expense against wholly unrestricted funds, stood at 8 months at the year-end (11 months in at the end of 2023) which is in line with our current policy (3 to 12 months) which is reviewed annually by the trustees.

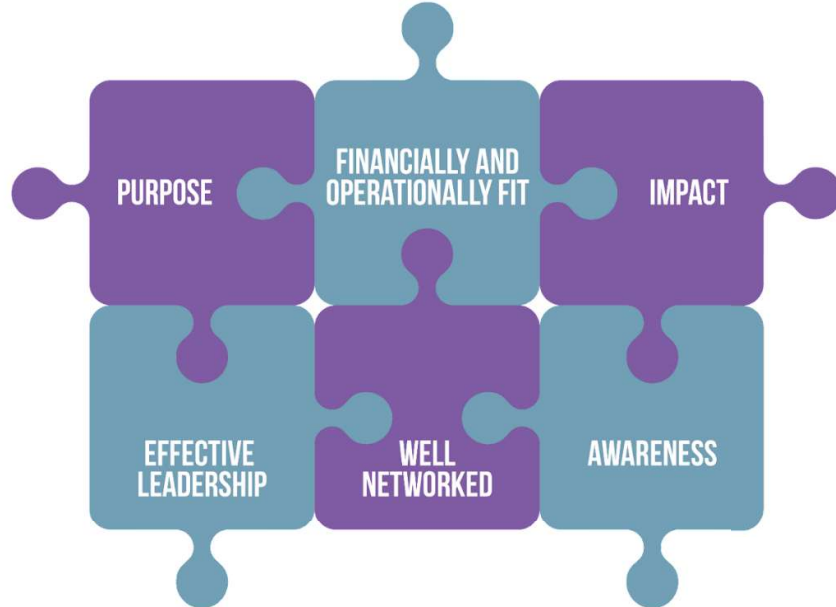
Future plans

The trustees affirmed their commitment to grow and develop DEMAND, making sure that the experience we have built up, and the learnings we have taken over our 40 years of operations, are shared with and benefit as many people as possible.

To achieve greater impact we are investing across all areas of the organisation as illustrated by the resilience jigsaw below.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024



This manifests operationally as:

1. We are clear about our purpose, and just as importantly, what it isn't.
2. We are financially and operationally fit with sufficient income from a diverse range of sources.
3. We identify and communicate the needs that we meet and the impact that we have.
4. We have effective leadership, with trustees and executives who take the time to talk about and work on the bigger picture rather than focus solely on day-to-day matters.
5. We are well-networked and able to get support from and work in partnership with others with complementary skills, knowledge, and capabilities.
6. We are aware of the wider context we work in, and regularly horizon scan for challenges, threats, and opportunities.

Principal risks and uncertainties

The major risks and opportunities facing the charitable company are periodically reviewed as part of the business planning and budgeting process. The Trustees confirm that all major risks have been reviewed, and systems and processes have been established to mitigate and manage those risks.

The Trustees have a risk management strategy which comprises:

- periodic review of the principal risks and uncertainties that the charity faces
- the establishment of policies, systems and procedures to mitigate those risks identified in the review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the primary risk for the charity. Key elements in the management of financial risk are general prudence, tight cash control, diversification of income streams, a focus on quick decision-making, raising unrestricted funds,

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

regular review of available liquid funds, to settle debts as they fall due, and the proactive management of trade debtors and creditors balances to ensure sufficient working capital. We protect our cash by optimising the cover of the FSCS deposit guarantee scheme via the CAF cash deposit platform managed by Flagstone Group Limited.

The charity continues to experience increases in raw material, subcontract manufacturing, facilities, and insurance costs which will have a negative material effect on the charity's budget in 2025 and beyond. We are still being negatively affected by not being part of an European single market. Shipments of products into EU states are mired in paperwork and subject to unwelcome delays when passing through various countries' customs procedures. New regulations requiring the appointment of 'responsible persons' within the EU will be yet another challenge.

Attention is continuously given to non-financial risks relating to fire, the health, safety and general safeguarding of volunteers, staff, and clients and, in the clients' case, from product defects or failure. These risks are managed by ensuring accreditations are up to date, having robust systems, policies, and procedures, backed up with regular staff training.

All design projects are subject to comprehensive and multiple risk assessments, user testing, and follow-ups; all essential in fulfilling our obligations as a MHRA Class 1 registered medical device manufacturer.

Data protection

The charity ensures that its data management policies, procedures and systems are wholly compliant with the General Data Protection Regulations and the six key principles therein, which are that personal data is:

- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
- c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;
- e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and
- f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

The Trustees are pleased to present their Annual Report together with the financial statements of the charity for the year ending 31 December 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 2019).

Public benefit

The primary focus of our work is to provide and make accessible equipment that improves the day-to-day living, opportunity or recovery of people living with disability, impairment, or infirmity, regardless of age or personal circumstance. Our services are provided without prejudice and address unmet needs.

Throughout 2024 we provided the following services;

- The design, manufacture and modification of equipment to solve everyday living, work, mobility and recovery challenges for disabled people whether their disability is permanent or temporary
- The design, manufacture and modification of equipment to aid therapy and recovery from injury
- The design, manufacture and modification of equipment that provide enhanced opportunity for disabled people to participate in leisure, sporting, fitness, travel, cultural and artistic activities
- A helpline, available to all at no cost to users, which provides advice to users, carers, teachers and health professionals on sources of specialist equipment
- The provision of educational placements for design and engineering graduates
- The provision of work experience opportunities for year 12 and 13 students
- The provision of project mentoring to Product Design undergraduates and school students
- The sharing of designs under open license to assist others in their endeavours to help disabled people through cracked-it.org

Ensuring our work delivers our aims

We review our goals and key supporting strategies regularly in the context of longer term three or five-year plans. The activities and projects which support each strategy in the context of public benefit are reviewed by the Trustees regularly and periodically.

Looking forward - Objectives for 2025

In line with the charity's vision and mission, our major objectives are;

1. To provide products and services which enhance disabled people's ability to be more independent, to actively participate in and contribute to their community and to access opportunities for learning, work, creativity, and social engagement.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

2. To develop services, globally accessible where possible, which connect, inspire and motivate designers, makers and engineers to play an active part in developing better equipment solutions for disabled people.
3. To develop new products and services, in line with our core purpose, which improve the charity's resilience and capabilities, technically, financially, and culturally.
4. To grow sustainable voluntary income, primarily unrestricted in nature, in order to achieve our goals.
5. To continue to raise our profile and reputation.
6. To invest in our people and adopt new systems, processes and methods that add value to our operation and to the stakeholder experience, and which support innovation throughout.

Reserves policy

The reserves policy is to maintain forward cover of between 3 and 12 months. This policy was re-affirmed by the trustees during the year and is designed to ensure we can continue to provide public benefit when subject to short-term unfavourable economic conditions, especially those affecting our revenue generation.

Keeping an engineering operation open and effective means we must be able to recruit and retain skilled technical staff and to keep the means of production working which requires suitable premises and access to reliable, modern digital and analogue machines, and quality materials.

We have calculated that the absolute minimum buffer the charity needs is 3 months, but we ideally aim to maintain between 6 to 12 months to

- Mitigate the risks associated with uncertainties associated with fundraising
- Mitigate the risks associated with the loss of and recruitment of key staff

Total unrestricted reserves at 31st December 2024 were £467,485 of which £39,736 remains designated to support the charity's development. The general fund therefore stands at £427,749 which is equivalent to approximately 9 months' expenditure at budgeted 2025 levels and which falls within our 3-to-12-month policy.

Restricted reserves at 31st December 2024 were £544,008 of which £507,808 was restricted to fixed asset funds held by the charity and an additional £29,582 available for projects tightly restricted by geography, age or disability or a combination of these.

Structure, Governance and Management

DEMAND is a charity and a Company Limited by Guarantee which is overseen by a Board of Trustees, currently numbering 7, who are also Directors under Company Law with no beneficial interest in the charity.

Directors of the Charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2024 was 7 (2023: 7).

The Trustees meet quarterly and determine the overall direction for the charity, the business and operating controls, and measures of success. Day-to-day decision making is exercised by the Chief Executive, along with the Chief Finance Officer.

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Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

Pay policy for senior staff

The Board of Directors, who are the charity's Trustees, and the senior management team, are the key management personnel of the charity in charge of directing, controlling, running, and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 11 and 13 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in line with inflation should finances allow. Given the nature of the charity's work, the directors benchmark against pay levels in small and medium-sized engineering companies within reasonable commuting distance from the N18 3QT post code. If recruitment conditions demand, a market-appropriate adjustment may also be paid.

Trustees

Trustees (who are the only members of the Company) who served during the year and up to the date of this report were as follows:

Stephen Miller (Chair, joined 1st March 2024)

Neil Chitty

Victoria Lyons

Thomas Mercer (resigned 31st March 2025)

Andrew Parsons

John Plunkett

Anthony Soothill (resigned 25th April 2024)

Katherine White

Board Sub-committees

In exceptional circumstances there is a Finance Sub-Committee (FSC) – consisting of up to 4, but no fewer than 3 Trustees and the senior management team – which has delegated authority to act on financial matters on behalf of the Board. The FSC commits to be available at short notice to enable swift decision-making and action.

Recruitment and Appointment of New Trustees

New Trustees may be appointed by a decision of the existing Trustees. Following appointment, all new Trustees have an induction programme so that they can properly undertake and fulfil their responsibilities to the charity.

Whilst there is no set length of term for Trustees' appointments, one third of the Trustees must present themselves for re-election by rotation at every Annual General Meeting (AGM) which is normally held in April every year. Retiring Trustees are eligible for re-appointment at the AGM by majority vote of a quorate board. One trustee (Anthony Soothill) retired from the Board in 2024 and one new trustees (Stephen Miller) appointed.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2024

Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles SORP
- Make judgements and estimates that are reasonable and prudent
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Statement as to Disclosure of Information to Auditors

In so far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Going concern

Having reviewed the Charitable Company's financial forecasts and expected future cash flows, the Trustees have reasonable expectation that the Charitable Company has adequate resources to continue its operational existence for the foreseeable future. Thus the going concern basis has been adopted in preparing the financial statements for the year ended 31st December 2024.

On behalf of the board:

Katherine White 
Vice-Chair of Trustees
Signed by:
2DD18CB81266A424...

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Date: 31 October 2025

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2024**

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report 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

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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.

Matters on which we are required to report by exception

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 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

Responsibilities of trustees

As explained more fully in the statement of Trustees' responsibilities, the trustees, who are also the directors of the company 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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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 can detect irregularities, including fraud, is detailed below.

We planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements resulting from irregularities, fraud or non-compliance with law or regulations.

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquiring of management of whether they are aware of any non-compliance with laws and regulations.
- Enquiring of management whether they have knowledge of any actual, suspected or alleged fraud.
- Enquiring of management their internal controls established to mitigate risk related to fraud or non-compliance with laws and regulations.
- Discussions amongst the engagement team on how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in posting of unusual journals.
- Obtaining understanding of the legal and regulatory framework the company operates in focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, tax legislation, employment law and Health and Safety.

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

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Audited the risk of management override of controls, including through testing journal entries for appropriateness.
- Investigated the rationale behind significant or unusual transactions.
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 2 were indicative of potential bias.

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

- Agreeing financial statements disclosures to underlying supporting documentation.
- Enquiring of management as to actual and potential litigation claims.
- Reviewing minutes of meetings of those charged with governance.

The test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, mean that there is an unavoidable risk that even some material misstatements in respect of irregularities may remain undiscovered even though the audit is

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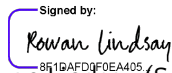
properly planned and performed in accordance with ISAs (UK). Furthermore, the more removed that laws and regulations are from financial transactions, the less likely that we would become aware of non-compliance.

Our examination should therefore not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance that might exist. The responsibility for safeguarding the assets of the charitable company and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with the Trustees of Demand Design and Manufacture for Disability.

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.

Use of our report

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:


Rowan Lindsay (Senior Statutory Auditor)

For and on behalf of Gerald Edelman LLP, Statutory Auditor

Chartered Accountants

73 Cornhill

London

EC3V 3QQ

Date: 31 October 2025

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Financial Activities (including Income and Expenditure Account)
for year ending 31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Income:					
Donations and Legacies	3	260,406	56,866	317,272	275,771
Charitable Activities	4	19,418	-	19,418	16,647
Investments	5	44,524	-	44,524	18,806
Other	6	7,032	-	7,032	12,062
Total income		331,380	56,866	388,246	323,286
Expenditure:					
Fundraising	7	43,452	-	43,452	35,567
Charitable activities	8	458,206	36,058	494,264	415,829
Total expenditure		501,658	36,058	537,716	451,396
Net expenditure and net movement in funds for the year		(170,278)	20,808	(149,470)	(128,110)
Transfer between Funds	21	-	-	-	-
Net Movement in funds		(170,278)	20,808	(149,470)	(128,110)
Reconciliation of funds:					
Total funds brought forward		637,763	523,200	1,160,963	1,289,073
Total funds carried forward		467,485	544,008	1,011,493	1,160,963

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 21 to 36 form part of the financial statements

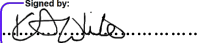
DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Balance Sheet
for year ending 31 December 2024

	Notes	2024 Total funds £	2023 Total funds £
Fixed assets:			
Tangible assets	15	5,723	9,822
Investments	16	1	1
Total fixed assets		5,724	9,823
Current assets:			
Stocks	17	13,787	5,969
Debtors	18	73,575	84,128
Short term investments	19	418,919	548,607
Cash at bank and in hand		609,559	668,072
Total current assets		1,115,840	1,306,776
Liabilities:			
Creditors: Amounts falling due within one year	20	(110,071)	(155,636)
Net current assets		1,005,769	1,151,140
Total assets less current liabilities		1,011,493	1,160,963
Net assets		1,011,493	1,160,963
The funds of the charity:			
Unrestricted funds	21	427,749	598,027
Designated development fund		39,736	39,736
Restricted income funds		544,008	523,200
TOTAL FUNDS		1,011,493	1,160,963

These financial statements have been prepared in accordance with the Companies Act 2006 relating to Charitable Companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102))

The financial statements were approved by the Board of Trustees on 31 October 2025 and were signed on its behalf by:

Katherine White
 Vice-Chair of Trustees

Signed by: 

Date: 31 October 2025

Registered Company Number: 02671913

The notes on pages 21 to 36 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Cash Flows
for year ending 31 December 2024

	Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	£	£	£	£
Net movement in funds	(170,278)	20,808	(149,470)	(128,110)
Add back depreciation charge	2,393	1,688	4,081	4,474
Deduct interest income from investing activities	(44,524)	0	(44,524)	(18,806)
Gain on disposal of fixed assets	(32)	0	(32)	(12,062)
Cash used in operating activities	(212,441)	22,496	(189,945)	(154,504)
Decrease/(Increase) in Debtors	10,670	(117)	10,553	(56,897)
Decrease/(Increase) in Short term investments	-	129,688	129,688	0
(Decrease)/Increase in Creditors	(7,100)	(38,465)	(45,565)	74,565
Decrease/(Increase) in Stocks	(7,818)	0	(7,818)	83
Cash Generated from Operations	(216,689)	113,602	(103,087)	(136,753)
Purchase of Tangible Fixed Assets	0	0	0	(9,587)
Proceeds from sale of Old Chapel	0	0	0	784,000
Proceeds from sale of fixed assets	50	0	50	12,062
Interest Received	44,524	0	44,524	18,806
Adjustment re restricted and unrestricted funds	0	0	0	0
Transfer to short term investments	0	0	0	(548,607)
Net Cash from Investing Activities	44,574	0	44,574	256,674
	0	0	0	0
Net Cash from Financing Activities	0	0	0	0
(Decrease)/Increase in Cash	(172,115)	113,602	(58,513)	119,921
Cash at the beginning of the year	649,357	18,715	668,072	548,151
Total cash at the end of the year	477,242	132,317	609,559	668,072

The notes on pages 21 to 36 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

Notes on the accounts

1. Accounting policies

Charity information

DEMAND Design and Manufacture for Disability is a private Company limited by guarantee incorporated in England and Wales. The registered office is c/o Building Bloqs, 2 Anthony Way, London, N18 3QT.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in Sterling which is the functional currency of the Charitable Company and monetary amounts in these financial statements are rounded to the nearest £.

DEMAND Design and Manufacture for Disability meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The charity has a subsidiary company as detailed in note 16. No consolidation has been carried out on the basis that it is a small group and in the opinion of the Trustees, no advantage would accrue from any such course of action.

Preparation of the accounts on a going concern basis

The charitable company reported a cash outflow of £58,513 (2023: cash inflow of £119,921) for the year.

The Trustees are of the view that this is within the parameters set in the annual budget and in line with the charity's strategy of investing in skills and modern production machinery in support of its beneficiary growth aspirations.

At the time of approving the financial statements, 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 financial statements.

Income

Income is recognised when the charity has entitlement to the funds and that any performance conditions attached to the item(s) of income have been met.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy,

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised but their contribution acknowledged in other publications and communications.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work, for specific projects or for work in particular geographies and/or for work with particular groups of people.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of fundraising
- Expenditure on charitable activities includes the costs of the development and manufacture of custom equipment and small batch produced products; the delivery of specialist equipment related services; the development and manufacture of inclusive sports equipment; the provision of an expert helpline; the provision of student placements, educational materials, resources and events; and digital outreach, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

Operating leases

The charity classifies the lease of equipment (e.g. photocopiers) as operating leases; the title to the equipment remains with the lessor and the equipment is generally replaced every 3 to 5 years.

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.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant, equipment and tools	10-33% on cost
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Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises cost of goods that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the SOFA. Reversals of impairment losses are also recognised in the SOFA.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

Cash at bank and in hand

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of twelve months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

All employees of the charity were entitled to join the charity's defined contribution pension scheme (after 3 months' employment) which is funded by contributions from employee and employer. Members of the scheme may also contribute Additional Voluntary Contributions which are funded by the employee alone. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

The employer's contributions made to pension schemes in 2024 were £14,506 (2023: £12,379) with an employer's contribution rate of 5% of pensionable pay and an employee's contribution of 5% of pensionable pay. The charity acts as agent in collecting and paying over employee pension contributions. Some members of staff were auto-enrolled into the company scheme (a qualifying scheme) at the statutory rate of at least 3%.

Taxation

The charity is exempt from corporation tax on its charitable activities.

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 company's balance sheet when the company 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 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.

2. Critical accounting estimates and judgements

In the application of the Charitable Company'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.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

	2024	2023
3. Donations and legacies		£
Donations	304,697	275,771
Legacies	12,575	-
	317,272	275,771

The income from donations and legacies was £317,272 (2023: £275,771) of which £260,406 was unrestricted (2023: £251,531) and £56,866 restricted (2023: 24,240).

	2024	2023
4. Charitable activities	£	£
Inclusive sports equipment	9,768	5,557
Donated specialist equipment	-	927
DEMAND's own products	9,650	10,163
	19,418	16,647

	2024	2023
5. Investment income	£	£
Interest received gross	44,524	18,806
	44,524	18,806

	2024	2023
6. Other income	£	£
Reduction in cost of asset following refund	(18)	12,062
Goodwill receipt (Flagstone)	14	-
Raffle income	36	-
Vehicle scrappage grant	7,000	-
	7,032	12,062

	2024	2023
7. Expenditure on raising funds	£	£
Fundraising	43,452	35,567
	43,452	35,567

Expenditure on fundraising activities was £43,452 (2023: £35,567) of which £43,452 was unrestricted (2023: £35,567) and £NIL was restricted (2023: £NIL).

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

In addition to directly attributable fundraising costs, expenditure on fundraising includes a total of £523 (2023: £160) of allocated governance costs, of which £523 (2023: £160) was unrestricted, and £Nil (2023: £Nil) was restricted.

There were also £385 (2023: £953) of total allocated support costs, of which £385 (2023: £953) was unrestricted, and £NIL (2023: £NIL) was restricted.

8. Analysis of expenditure on charitable activities

Key to activity headings

[SP] Special Projects [DP] DEMAND products [EM] Equipment maintenance

[ISE] Inclusive sports equipment [E&O] Education and outreach [HL] Helpline [SS] Student support

	SP	DP	EM	ISE	E&O	HL	SS	Total 2024
	£	£	£	£	£	£	£	£
Mission Fulfilment	116,390	114,389	5,761	32,585	-	13,654	48,271	331,050
Marketing	2,441	45,458	-	1,204	-	83	414	49,600
Facilities	18,767	10,482	749	3,744	-	1,872	2,230	37,844
Depreciation	1,935	-	-	2,146	-	-	-	4,081
Governance	16,928	14,552	311	3,386	-	1,562	4,438	41,177
Support costs	12,564	10,958	233	2,513	-	968	3,276	30,512
Total	169,025	195,839	7,054	45,578	-	18,139	58,629	494,264

Expenditure on charitable activities was £494,264 (2023; £415,829) of which £458,206 was unrestricted (2023: £391,589) and £36,058 was restricted (2023: £24,240). See below for the analysis of expenditure on charitable activities for the previous year (2023).

Analysis of expenditure on charitable activities for the previous year (2023)

	SP	DP	EM	ISE	E&O	HL	SS	Total 2023
	£	£	£	£	£	£	£	£
Mission Fulfilment	143,479	51,574	(191)	18,866	81	12,845	22,293	248,947
Marketing	10,261	9,234	144	3,382	-	437	1,296	24,753
Facilities	45,506	2,073	1	345	-	138	690	48,753
Depreciation	4,474	-	-	-	-	-	-	4,474
Governance	16,884	22,340	3	3,168	-	1,266	2,959	46,620
Support costs	7,115	23,699	2	4,430	3,451	967	2,617	42,281
Total	227,719	108,920	(41)	30,191	3,532	15,653	29,855	415,829

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

9. Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the seven key charitable activities undertaken in the year. Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Basis of apportionment	General support	Governance	Total 2024
		£	£	£
Trustee meetings	Actual Cost	-	532	532
Trustee Recruitment	Actual Cost	-	-	-
Salaries and related costs	Allocated on time	19,228	26,152	45,380
Audit fees	Governance	-	11,000	11,000
Legal and professional	Governance	-	3,165	3,165
Insurances	Governance	-	851	851
General office	Pro rata staff full-time equivalents	11,669	-	11,669
Total		30,897	41,700	72,597
		Fundraising	Charitable activities	Total 2024
		£	£	£
General Support		385	30,512	30,897
Governance		523	41,177	41,700
Total		908	71,689	72,597

Analysis of governance and support costs – previous year (2023)

	Basis of apportionment	General support	Governance	Total 2023
		£	£	£
Trustee meetings	Actual Cost	-	940	940
Trustee Recruitment	Actual Cost	-	10,000	10,000
Salaries and related costs	Allocated on time	33,226	20,443	53,669
Audit fees	Governance	-	11,000	11,000
Legal and professional	Governance	-	3,519	3,519
Insurances	Governance	-	871	871
General office	Pro rata full time equiv.	10,008	7	10,015
Total		43,234	46,780	90,014

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

9. Analysis of governance and support costs - continued

	Fundraising	Charitable activities	Total 2023
	£	£	£
General Support	953	42,281	43,234
Governance	160	46,620	46,780
Total	1,113	88,901	90,014

	2024	2023
	£	£
10. Net expenditure for the year		
Net resources are stated after charging:		
Auditors' remuneration	11,000	11,000
Depreciation - owned assets	4,081	4,474

11. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023.

The cost to the charity of indemnity insurance relating to the Trustees for the year amounted to £851 (2023: £871).

Trustees' expenses

One trustee was reimbursed for travelling expenses totalling £138 (2023: £210) in the year ended 31 December 2024.

Trustee recruitment expenses totalling £Nil (2023: £10,000) were met during the year ended 31 December 2024.

The charity also met the expense of providing meeting facilities and refreshments for Trustee meetings. For the year ended 31 December 2024 these expenses totalled £53 (2023: £258) for refreshments and £341 (2023: £471) for room hire.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

	2024	2023
12. Staff costs	£	£
Salaries and wages	299,378	265,020
Social security costs	33,783	24,878
Pension costs	14,506	12,379
	347,667	302,277

The average monthly head count was 6 staff (2023: 5 staff)

	2024	2023
Production staff	4	3
Fundraising	0	0
Management and administration	1	1
Marketing	1	1
	6	5

The number of employees whose emoluments fell within the following bands was:

	2024	2023
£70,001 – £80,000	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows;

	2024	2023
	£	£
Gross salaries	131,248	133,925
Company pension contributions	6,250	5,952
Aggregate compensation	137,498	139,877

13. Related party transactions

£1,500 was accrued to appMotivate, a web applications and IT support Company owned by Peter Evans, a brother of the Chief Executive, Gary Evans (2023 paid: £340).

Within trade creditors, there is an amount of £1,836 (2023: £520), owed by key management personnel to the Charity.

14. Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

15. Tangible fixed assets

	Tools and equipment	Total 2024
	£	£
Cost (<i>* or valuation at fair value</i>)		
At 1 January 2024	22,292	22,292
Additions	-	-
Disposals	(18)	(18)
Revaluation		
At 31 December 2024	22,274	22,274
 Depreciation		
At 1 January 2024	12,470	12,470
Charge for year	4,081	4,081
At 31 December 2024	16,551	16,551
 Net book value		
At 31 December 2024	5,723	5,723
At 31 December 2023	9,822	9,822
	Tools and equipment	Total 2024
	£	£
Direct charitable purposes	5,723	5,723
	5,723	5,723
	5,723	5,723

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

16. Fixed asset investments

Shares in group undertakings

	2024
Market value	£
At 1 January 2024 and 31 December 2024	1
Net book value	1
At 31 December 2024	1
At 31 December 2023	1

There were no investments outside the UK.

The charitable company's investments at the balance sheet date in the share capital of companies include the following:

Demand SRM Limited – registered in England and Wales under number 07352263

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

17. Stocks

	2024	2023
	£	£
Finished Products	8,728	1,698
Component Parts	5,059	4,271
	13,787	5,969

18. Debtors

	2024	2023
	£	£
Trade debtors	351	26
Other debtors	13,887	26,873
Prepayments and accrued income	59,337	57,229
	73,575	84,128

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

19. Short term investments

	2024	2023
	£	£
Short term investments	418,919	548,607
	418,919	548,607

Short term investments as at 31 December 2024, consist of bank deposits with a maturity of more than 3 months.

20. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	63,631	67,949
Accruals and deferred income	31,986	68,452
Taxation and social security costs	13,794	18,129
Other creditors	660	1,106
	110,071	155,636

Deferred income of £nil (2023: £45,724) included in accruals and deferred income represents restricted donations received in advance.

21. Analysis of charitable funds

Analysis of movements in unrestricted funds - 2024

	Movement in funds				
	Balance	Incoming resources	Resources expended	Transfers & revaluations	
	01 Jan 24				31 Dec 24
	£	£	£	£	£
General Fund	598,027	331,380	(501,658)	-	427,749
Designated Fund	39,736	-	-	-	39,736
	637,763	331,380	(501,658)	-	467,485

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

21. Analysis of charitable funds - continued

	Movement in funds				Funds 31 Dec 23 £
	Balance	Incoming resources	Resources expended	Transfers & revaluations	
	01 Jan 23 £	£	£	£	
General Fund	259,946	299,045	(427,155)	466,191	598,027
Designated Fund	39,736	-	-	-	39,736
	299,682	299,045	(427,155)	466,191	637,763

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

Designated development fund in support of the charity's beneficiary growth plan.

Analysis of movements in restricted funds - 2024

	Movement in funds				Funds 31 Dec 24 £
	Balance	Incoming resources	Resources expended	Transfers & revaluations	
	01 Jan 24 £	£	£	£	
Restricted funds					
Building fund	513,308		(5,500)	-	507,808
Plant and machinery fund	3,261	1,435	(4,188)	-	508
Workshop fund	2,715	32,939	(6,072)	-	29,582
Education & outreach fund	100	22,492	(20,297)	-	2,295
Motor vehicle Fund	3,816	-	(1)	-	3,815
	523,200	56,866	(36,058)	-	544,008
Total Funds	1,160,963	388,246	(537,716)	-	1,011,493

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

21. Analysis of charitable funds – continued

Analysis of movements in restricted funds – 2023

	Movement in funds				Funds 31 Dec 23 £
	Balance	Incoming resources	Resources expended	Transfers & revaluations	
	01 Jan 23 £	£	£	£	
Restricted funds					
Building fund	979,499	-	-	(466,191)	513,308
Plant and machinery fund	3,261	5,037	(5,037)	-	3,261
Workshop fund	2,715	6,165	(6,165)	-	2,715
Education & outreach fund	100	13,039	(13,039)	-	100
Motor vehicle Fund	3,816	-	-	-	3,815
	989,391	24,241	(24,241)	(466,191)	523,200
Total Funds	1,289,073	323,286	(451,396)	-	1,160,963

Building fund	The Building fund was established to provide for the purchase of the freehold building to house the charity due to the closure of Napsbury Hospital, from which it formerly rented premises.
Plant and machinery fund	The Plant and machinery Fund was established for the purchase of a vacuum moulding machine to enable the charity to mould large pieces of equipment for those with disabilities.
Designated development fund	The Designated development fund was established in 2014 to fund investment in skills and equipment which would increase the charity's resilience, efficiency, and capabilities to meet the challenges of the charity's beneficiary growth plan.
Education and outreach fund	The Education and outreach fund was established in 2014 to extend Demand's work with schools and Universities to increase awareness of the needs of disabled people, to promote best practice in assistive equipment design and to promote inclusivity in product design.
Workshop fund	The Workshop fund was established to hold funds given to carry out our work delivering equipment to our beneficiaries with a restriction attached (for example: a restriction relating to a specific condition, age group or geography).
Motor vehicle fund	The Motor vehicle fund was established to hold funds given to purchase, operate, and maintain charity vehicles.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

Analysis of Net Assets by fund

Fund balances at 31st December 2024 are represented by:

	Unrestricted funds	Restricted funds	Total
	2024	2024	2024
	£	£	£
Tangible assets	5,723	-	5,723
Investments	1	-	1
Net current assets	461,761	554,008	1,005,769
Total	467,485	544,008	1,011,493

Fund balances at 31st December 2023 are represented by:

	Unrestricted funds	Restricted funds	Total
	2023	2023	2023
	£	£	£
Tangible assets	8,133	1,689	9,822
Investments	1	-	1
Net current assets	629,629	521,511	1,151,140
Total	637,763	523,200	1,160,963

22. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2024	2023
	£	£
Contributions payable by the company for the year	14,506	12,379

23. Operating lease commitments

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

Within one year	£1,392
Between two to five years	£1,670
Five years or more	0
	£3,062

24. Limited liability status

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2024

The charitable company is limited by guarantee and has no share capital. Every member guarantees that, if the charity is dissolved while he or she remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

25. Analysis of changes in net funds

	01 Jan 2024	Cash Flows	31 Dec 2024
	£	£	£
Cash at bank and in hand	668,072	(58,513)	609,559

26. Prior period adjustment

Reconciliation of changes in net assets previous financial period

	Notes	2023
		£
Adjustments to prior year	19	
Prior year short term investments adjustment		548,607
Prior year cash at bank and in hand adjustment		<u>(548,607)</u>
Change in assets		<u>0</u>

Notes to reconciliation

Prior year short term investment adjustment

Following the review, it was identified that there were short term investments that were classified within cash and cash equivalents.

Accordingly, it was agreed that the amount of £548,607 for the year ended 31 December 2023 should be restated to reflect an increase in short-term investments and a corresponding decrease in cash at bank and in hand.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales - Charity number 1008128

Accounts



**DEMAND DESIGN AND MANUFACTURE FOR
DISABILITY**
(A Company Limited By Guarantee)

**Annual Report
And Financial Statements
For
Year Ended 31 December 2023**

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY**Reference and administrative details
for the year ended 31 December 2023**

Status	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 st July 1980 and incorporated on 17 th December 1991.
Governing Document	The Charity was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In 2010 a trading subsidiary (DEMAND SRM Ltd) was established and which remains dormant.
Company Registration Number	2671913 (England & Wales)
Charity Registration Number	1008128 (England & Wales)
Registered Office and Principal Office	c/o Building Bloqs, 2 Anthony Way, London N18 3QT
Trustees	Neil Chitty Victoria Lyons Thomas Mercer Stephen Miller (appointed 01/03/2024) Andrew Parsons John Plunkett Katherine White
Honorary Officer	Stephen Miller (Chair)
Principal Staff	Gary Evans (Chief Executive)
Company Secretary	Frances Evans
Bankers	Barclays Bank UK PLC, Leicester, LE87 2BB
Legal Advisors	Sherrards Solicitors LLP, 1-3 Pemberton Row, London EC4A 3BG
Independent Auditors	Gerald Edelman LLP Chartered Accountants 73 Cornhill, London EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

Annual Report of the Trustees

The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 December 2023. The Trustees have adopted the provisions of 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).

A Message from the Chair

In 2017 we crafted a new strategic plan for DEMAND – a plan which embraced new technology and a fundamental change in our design philosophy to have greater impact on a larger number of people. We had not imagined that events would lead us to move from our home of 24 years, The Old Chapel in Abbots Langley to the largest professional open access makerspace in Europe, Building Bloqs in Edmonton which gives us access to state-of-the-art facilities and machinery we could only dream about previously, as well as to a great community of skilled makers which will broaden the range and scale of projects we can take on

The team is very much at home at Bloqs, and the new environment has nurtured new thinking, especially in our design philosophy and methodology, which is being crafted to enable us to have a greater positive impact on more people.

DEMAND is now the only charity in the UK which has dedicated, full-time, expert designers, and makers, with permanent access to a comprehensively equipped workshop, capable of meeting disabled people's assistive technology needs when mainstream products fall short, do not exist, or are not accessible. Given the great work it does, it is easy to forget how small the team is, so it is no surprise that it is as much as they can do to keep pace with the plethora of enquiries that come in every week – everything from ride-on toys for young people with autism (helping them engage with outdoor spaces better), through to people needing custom dressing aids, and schools needing screen masks for iPads. No enquiry goes unexamined, although, sadly, our resources don't allow us to help everyone who gets in touch. The current list of over 60 live enquiries equates to between 180 and 700 people (depending on whether we're dealing with individuals, families, therapy groups, sporting clubs, or schools), and the list never gets any shorter or simpler.

We have ambitious plans to significantly ramp up our production over the next couple of years, and like many small (and dare I say, unusual) charities we are facing stiff financial headwinds. That said we remain confident and optimistic in our ability to continue to innovate and to create working solutions for complex problems. The impact of this work can be game-changing for individuals, as well as for groups of people.

It is in this context that I take over the reins as Chair, and I would like to thank the team for their warm welcome. My thanks too to my predecessor, Anthony Soothill, who hands over a ship in fine fettle and a crew brimming with confidence. I am very much looking forward to working with the Executive and my fellow trustees to deliver our vision of the future for Demand.

Our achievements, and the realisation of our plans, are only possible with the continued backing of the many Trusts and Foundations, businesses (both local and global), community

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

groups, and individuals up and down the country, who support us financially, materially, and in kind.

On behalf of the Trustees, I thank all the team, our clients, our donors, and our supporters who make it possible for us to be able to contribute meaningfully to the lives of so many people by removing barriers to inclusion, participation, and independence.

The aims and objectives of DEMAND

Charitable objects:

“The Company is established for the relief of disabled, handicapped, and infirm persons.”

We have reflected on how we express our purpose and these statements have been refreshed and updated. They now better reflect the social model of disability which essentially states that people are disabled by barriers in society and not by their impairment or difference.

Our vision is of a society which does not disable people.

Our mission is to codesign and craft innovative products and solutions that are a bridge to access, comfort, independence, learning, earning, and the many other aspects of a fulfilling life.

In its current context this means

- designing, modifying, adapting, repurposing, and manufacturing mission aligned products and solutions
- providing educational support in the form of mentoring, coaching, work experience, and industrial placements to secondary school age and undergraduate students, and
- advancing the knowledge and awareness of individuals and the public generally of the needs, requirements, and challenges of physically and neurologically diverse people

The strategies employed to achieve the charity's aims and objectives are:

- a) To offer a sign-posting service which helps people quickly find equipment solutions,
- b) To create, and to make available, facilities, systems, platforms, and processes for knowledge sharing, and to facilitate knowledge sharing,
- c) To continuously develop our Original Equipment Design and Manufacturing (OEDM) capabilities,
- d) To strengthen and increase the long-term resilience of the charity; culturally, financially, and operationally.

Putting these strategies into action we currently have 6 main areas of activity which are:

- a) Custom equipment design and manufacture (Design for One)
- b) New product design, development, and manufacture (Design for Many)
- c) Inclusive sports equipment (Boccia)
- d) Online tools
- e) Student Support
- f) Sign-posting service / helpdesk

Custom equipment design and manufacture ('Design for One' – DfO)

Despite myriad technology advances since our founding in 1980, it is still the case that mainstream 'one-size-fits-all' assistive equipment often fails to meet the unique needs of many people especially when they live with multiple impairments and/or complicated health

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

conditions. DEMAND continues to innovate every day to fill this gap with equipment and products co-designed with the users and where there is a small but clearly identified wider need, to make those designs available to all who would benefit.

The projects we undertake meet the needs of people of all ages and range in complexity from the deceptively simple (e.g. a grabbing tool) to the complex (e.g. a fully articulating, fold-away artists' easel for people with impaired motor control). Projects vary in cost from a few hundred to many thousands of pounds and may take anything from a few days to many months to complete. It is in working on such projects that our placement and work experience students get to understand the meaning and practice of co-design, user-centred design, inclusive design, and design for disability.

New product design, development, and manufacture ('Design for Many' – DfM)

The promotion of our work online and on social media platforms will often reveal a wider unmet need for our custom equipment which would remain so if left to commercial manufacturers to develop the designs for production. The market for products like those designed by the team at DEMAND is relatively small and so it is generally uneconomic for mainstream manufacturers to pick up and run with these products on a commercial scale. Many innovative products never see the light of day because of this.

It is because of this that we have adopted an 'always design for production' philosophy for all our custom projects. Through working closely with users, thoughtful design, comprehensive modelling, and detailed documentation, it has become much easier and affordable to make that original one-off available to many; the research and development cost being written off against that original project work. Products currently available through the charity's online shop include Freasel (an articulated artists' easel), the Sensory Shell Chair (for young people with sensory processing disorders such as autism to help them make sense of their world by limiting environmental stimuli), Floor sitters, and musical instrument stands.

Inclusive sports equipment (Boccia)

Our popular range of Boccia Ramps already provides sporting and social opportunities for people on every continent (except Antarctica). Sports clubs, youth clubs, community groups, schools and latterly, care homes, have access to a truly inclusive sport by investing in our low cost, entry-level 'Lite' model and at the top end of the range the Nova – a full international competition class ramp suitable for the full range of players and co-designed with one of the UKs most successful international competitors.

Online tools

We develop and support www.cracked-it.org which is an on-line platform designed to connect people with equipment needs and challenges to a global community of designers, engineers, and makers. In addition, cracked-it.org provides a platform on which we share designs for custom equipment which are made available under open license, allowing many more people to help themselves and to help others wherever they are in the world.

Student Support

Using a "user-centred" approach to design means we are constantly learning from the people we engage with. We love sharing our skills and knowledge and we are thrilled that our work provides unique learning experiences for our undergraduate placement, and work experience students who come to us for a better understanding of co-design, design for disability, and of

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

inclusive design. We are delighted that despite the challenges of the past couple of years we have continued to deliver these opportunities so that future generations of designers pause to consider the needs of the few as much as those of the many, and then go on to create products and services which properly cater for the needs of disabled people throughout their careers.

We have welcomed school age and undergraduate students into our workshops for many years and during 2023 we had 3 students on industrial placements. The charity benefits enormously from their energy, enthusiasm, and contribution; working with energetic and creative people always stimulates new and different thinking within the organisation which has driven change in working methods and spawned several interesting products.

We also provide practical advice to students working on their own design for disability projects where the valuable and rare insights of our skilled team are much sought after.

Helpline

In many cases, enquirers' needs can be addressed with products and services already available on the open market, if only they could be found easily. Sometimes it is just a case of knowing the right question to ask whilst at other times some lateral and creative thinking is required to pinpoint an ideal solution. In 2023, 55 individuals and families were helped in this way.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. The review looks at what we have achieved and the outcomes of our work, and the benefits they have to those people we aim to work with. It helps us ensure our aims, objectives and activities remain focused on our stated purpose.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set, and the Charity Commission's guidance on public benefit;

- The public benefit requirement (PB1)
- Public benefit: running a charity (PB2)
- Public benefit: reporting (PB3)

Performance and achievements

The team spent a significant amount of time in the first half of the year decommissioning the workshop in Abbots Langley and relocating operations to Building Bloqs, Europe's largest and best-equipped professional open workshop, in the London Borough of Enfield. This was a mammoth undertaking not least because of the scale of the down-sizing that needed to be achieved. This is the most physical manifestation of charity's transformation agenda which gives us more financial flexibility, as well as access to a growing community of creative makers, and to state-of-the-art manufacturing equipment which we could only previously dream about. With much of the first half of the year disrupted by our move our output in 2023 was much reduced compared to 'normal' years but this short-term hit can only be viewed in a positive light given the benefits we will gain in the longer term.

In addition, the sale of The Old Chapel has provided a much-welcome cash boost to fuel our transformation agenda built around building the charity's resilience and capabilities. As a part

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

of that agenda, we are excited that we will welcome a new Chair of Trustees who will bring new perspectives and skills to the Board in the first quarter of 2024. Their predecessor, Anthony Soothill, steps down after adding great value to both Board and Executive for the last 6 ½ interesting and challenging years. We are delighted that he will remain a friend of the charity in the years to come.

The creative team has thoroughly revamped its working methods and processes to be able to increase the number of people who benefit from everything we produce. For example, a long-standing beneficiary recently needed a new design of communication aid to accommodate their changing needs and physical capabilities. We contacted several occupational therapists and discovered a wider need for the type of tool we envisioned, and so what would, in the past, have been a custom design for one person, is now an adaptable design for several, for the same design effort.

The team’s design and manufacturing primary focus during 2023 has been on product development (DfM projects and Boccia ramp development) which is the best way of increasing our impact whilst not simultaneously dramatically increasing our expenses.

We continue to develop our relationships with manufacturing partners for finished goods as well as for component parts, and our Floorsitters, Boccia Lite ramp, and Pro-X ramp production continue to be successfully outsourced. We retain the capability to manufacture these products in-house should the need arise. Still, it is a far better use of everyone’s time to focus more on design-and-make projects rather than repetitive manufacturing. The team were also able to complete several custom build projects and we really enjoy getting positive feedback for our work and products, and to be able to remind ourselves that our ‘day-to-day’ makes *as much of a difference to people as it ever did*;

“the suction dressing hook, which I can’t even put inside words how much it has changed my life”

---oOo---

“We have received the Freasel and it’s all set up. It was easy to do, and the design/quality of the easel is fantastic. We had high expectations and these have been exceeded. I’ve attached picture of Tess testing it out!”

Key Performance Indicators

With our ability to manufacture diminished during our workshop relocation the number of people we were able to help during the year was understandably reduced. To make best use of the facilities we were able to access the team devoted their time to signposting, research, and product development.

	2023	2022
Revenue	£323,286	£333,377
Expense	£451,396	£408,491
Surplus/(Deficit)	(£128,110)	(£75,114)
Beneficiaries	345	719

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

Despite this past year's design and production hiatus 345 people (c2,500 over the past 5 years) have benefited from solutions found or made by DEMAND.

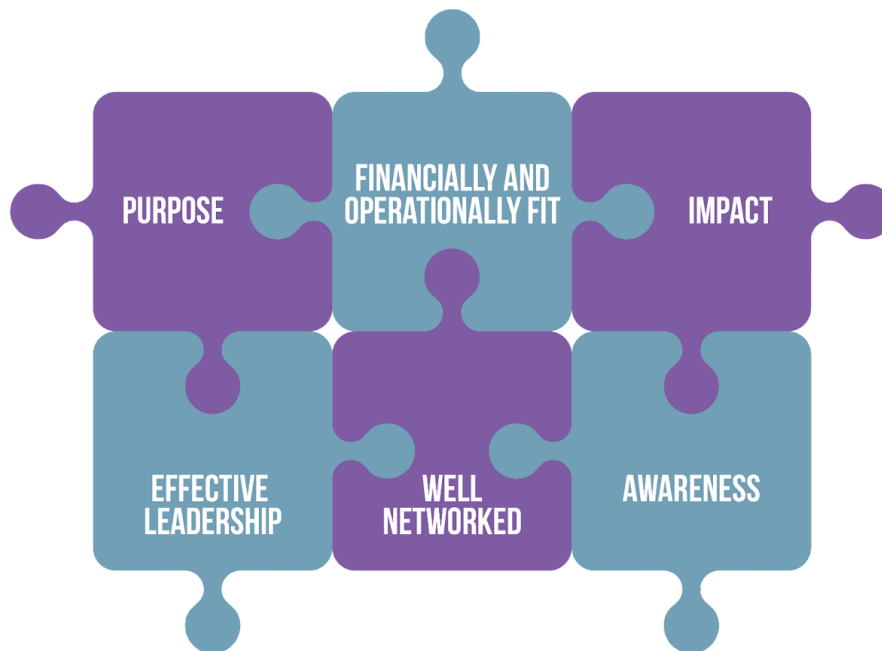
Inflation is a challenge, and we have experienced significant price increases affecting everything from sub-contract costs through to materials and consumables which, when coupled with a difficult fundraising year and the bringing forward of necessary strategic expense, resulted in a deficit which was in line with budget for the year approved by the Board in December 2022.

The sale of The Old Chapel made for a healthier balance sheet because of the cash inflow so forward cover, calculated on the average budgeted monthly future expense against wholly unrestricted funds, stood at 11 months at the year-end which is in line with our current policy (3 to 12 months).

Future plans

The trustees affirmed their commitment to grow and develop DEMAND, making sure that the experience we have built up, and the learnings we have taken over our 40 years' of operations, are shared with and benefit as many people as possible.

To achieve greater impact we are investing across all areas of the organisation as illustrated by the resilience jigsaw below.



This manifests operationally as;

1. We are clear about our purpose, and just as importantly, what it isn't.
2. We are financially and operationally fit with sufficient income from a diverse range of sources.
3. We identify and communicate the needs that we meet and the impact that we have.
4. We have effective leadership, with trustees and executives who take the time to talk about and work on the bigger picture rather than focus solely on day-to-day matters.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

5. We are well-networked and able to get support from and work in partnership with others with complementary skills, knowledge, and capabilities.
6. We are aware of the wider context we work in, and regularly horizon scan for challenges, threats, and opportunities.

Principal risks and uncertainties

The major risks and opportunities facing the charitable company are periodically reviewed as part of the business planning and budgeting process. The Trustees confirm that all major risks have been reviewed, and systems and processes have been established to mitigate and manage those risks.

The Trustees have a risk management strategy which comprises:

- periodic review of the principal risks and uncertainties that the charity faces
- the establishment of policies, systems and procedures to mitigate those risks identified in the review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the primary risk for the charity. Key elements in the management of financial risk are general prudence, tight cash control, diversification of income streams, a focus on quick decision-making, raising unrestricted funds, regular review of available liquid funds, to settle debts as they fall due, and the proactive management of trade debtors and creditors balances to ensure sufficient working capital. We protect our cash by optimising the cover of the FSCS deposit guarantee scheme via the CAF cash deposit platform managed by Flagstone Group Limited.

The charity has experienced substantial increases in raw material, subcontract manufacturing, and insurance costs which will have a negative material effect on the charity's budget in 2024 and beyond. We are still being negatively affected by the UK's exit from the EU. Shipments of products into EU states are swathed in paperwork and subject to unwelcome delays when passing through various countries' customs procedures. Towards the tail end of the year we saw some easing of bottlenecks which is cause for optimism.

At the time of writing, Trusts and Foundations, hitherto the bedrock of our income, are under great pressure to help organisations providing humanitarian and medical support in places of conflict and humanitarian crises. Add to this the continuing domestic cost of living crisis and it is little surprise that fundraising for a small, niche charity, like DEMAND is a real challenge. It is for these reasons that we continue to seek to diversify our income generation and thereby improve our long-term resilience.

Attention is continuously given to non-financial risks relating to fire, the health, safety and general safeguarding of volunteers, staff, and clients and, in the clients' case, from product defects or failure. These risks are managed by ensuring accreditations are up to date, having robust systems, policies, and procedures, backed up with regular staff training.

All custom equipment projects are subject to comprehensive and multiple risk assessments, pre-delivery testing, and follow-ups; all essential in fulfilling our obligations as a MHRA Class 1 registered medical device manufacturer.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2023

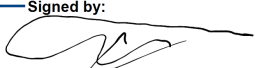
Data protection

The charity ensures that its data management policies, procedures and systems are wholly compliant with the General Data Protection Regulations and the six key principles therein, which are;

That personal data is

- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
- c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;
- e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and
- f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

On behalf of the board:

Signed by:

57E8953F87B34AA...

Stephen Miller
Chair of Trustees

.....

Date 15/7/2024

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2023

The Trustees are pleased to present their Annual Report together with the financial statements of the charity for the year ending 31 December 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 2019).

Public benefit

The primary focus of our work is to provide and make accessible equipment that improves the day-to-day living, opportunity or recovery of people living with disability, impairment, or infirmity, regardless of age or personal circumstance. Our services are provided without prejudice and address unmet needs.

Throughout 2023 we provided the following services;

- The design, manufacture and modification of equipment to solve everyday living, work, mobility and recovery challenges for disabled people whether their disability is permanent or temporary
- The design, manufacture and modification of equipment to aid therapy and recovery from injury
- The design, manufacture and modification of equipment that provide enhanced opportunity for disabled people to participate in leisure, sporting, fitness, travel, cultural and artistic activities
- A helpline, available to all at no cost to users, which provides advice to users, carers, teachers and health professionals on sources of specialist equipment
- The provision of educational placements for design and engineering graduates
- The provision of work experience opportunities for year 12 and 13 students
- The provision of project mentoring to Product Design undergraduates and school students
- The sharing of designs under open license to assist others in their endeavours to help disabled people through cracked-it.org

Ensuring our work delivers our aims

We review our goals and key supporting strategies regularly in the context of longer term three or five-year plans. The activities and projects which support each strategy in the context of public benefit are reviewed by the Trustees regularly and periodically.

Looking forward - Objectives for 2024

In line with the charity's vision and mission, our major objectives are;

1. To provide products and services which enhance disabled people's ability to be more independent, to actively participate in and contribute to their community and to access opportunities for learning, work, creativity, and social engagement.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2023

2. To develop services, globally accessible where possible, which connect, inspire and motivate designers, makers and engineers to play an active part in developing better equipment solutions for disabled people.
3. To develop new products and services, in line with our core purpose, which improve the charity's resilience and capabilities, technically, financially, and culturally.
4. To grow sustainable voluntary income, primarily unrestricted in nature, in order to achieve our goals.
5. To continue to raise our profile and reputation.
6. To invest in our people and adopt new systems, processes and methods that add value to our operation and to the stakeholder experience, and which support innovation throughout.

Reserves policy

The reserves policy is to maintain forward cover of between 3 and 12 months. This policy was re-affirmed at the December 2023 Board Meeting and is designed to ensure we can continue to provide public benefit when subject to short-term negative economic conditions, especially those affecting our major sources of donations.

Keeping an engineering operation open and effective means we must be able to recruit and retain skilled technical staff and to keep the means of production working which requires premises, heat, light, and power.

We have calculated that the absolute minimum buffer the charity needs is 3 months, but we ideally aim to maintain between 6 to 12 months to

- Mitigate the risks associated with uncertainties associated with fundraising
- Mitigate the risks associated with the loss of and recruitment of key staff

Total unrestricted reserves at 31st December 2023 were £637,763 of which £39,736 remains designated to support the charity's development. The general fund therefore stands at £598,028 which is equivalent to approximately 11 months' expenditure at budgeted 2023 levels and which falls within our 3-to-12-month policy.

Restricted reserves at 31st December 2023 were £523,200 of which £520,385 was restricted to fixed asset funds held by the charity and an additional £2,815 available for projects tightly restricted by geography, age or disability or a combination of these.

Structure, Governance and Management

DEMAND is a charity and a Company Limited by Guarantee which is overseen by a Board of Trustees, currently numbering 7, who are also Directors under Company Law with no beneficial interest in the charity.

Directors of the Charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2023 was 7 (2022: 9).

The Trustees meet quarterly and determine the overall direction for the charity, the business and operating controls, and measures of success. Day-to-day decision making is exercised by the Chief Executive, along with the Chief Finance Officer.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2023

Pay policy for senior staff

The Board of Directors, who are the charity's Trustees, and the senior management team, are the key management personnel of the charity in charge of directing, controlling, running, and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 10 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in line with inflation should finances allow. Given the nature of the charity's work, the directors benchmark against pay levels in small and medium-sized engineering companies within reasonable commuting distance from the N18 3QT post code. If recruitment conditions demand, a market-appropriate adjustment may also be paid.

Trustees

Trustees, and the only members of the Company, who served during the year and up to the date of this report were as follows:

- Stephen Miller (Chair, joined March 2024)
- Neil Chitty
- Victoria Lyons
- Thomas Mercer
- Andrew Parsons
- John Plunkett
- Anthony Soothill (Resigned April 2024)
- Katherine White

Board Sub-committees

In exceptional circumstances there is a Finance Sub-Committee (FSC) – consisting of up to 4, but no fewer than 3 Trustees and the senior management team – which has delegated authority to act on financial matters on behalf of the Board. The FSC commits to be available at short notice to enable swift decision-making and action.

Recruitment and Appointment of New Trustees

New Trustees may be appointed by a decision of the existing Trustees. Following appointment, all new Trustees have an induction programme so that they can properly undertake and fulfil their responsibilities to the charity.

Whilst there is no set length of term for Trustees' appointments, one third of the Trustees must present themselves for re-election by rotation at every Annual General Meeting (AGM) which is normally held in April every year. Retiring Trustees are eligible for re-appointment at the AGM by majority vote of a quorate board. No trustees retired from the Board in 2023 and no new trustees appointed.

Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles SORP

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2023

- Make judgements and estimates that are reasonable and prudent
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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


Statement as to Disclosure of Information to Auditors

In so far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Going concern

Having reviewed the Charitable Company's financial forecasts and expected future cash flows, the Trustees have reasonable expectation that the Charitable Company has adequate resources to continue its operational existence for the foreseeable future. Thus the going concern basis has been adopted in preparing the financial statements for the year ended 31st December 2023.

On behalf of the board:

Signed by:

57E8953F87B34AA...

Stephen Miller
Chair of Trustees

.....
Date 15/7/2024

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2023 (continued)**

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report 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

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2023 (continued)**

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.

Matters on which we are required to report by exception

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 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

Responsibilities of trustees

As explained more fully in the statement of Trustees' responsibilities, the trustees, who are also the directors of the company 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2023 (continued)**

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.

We planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements resulting from irregularities, fraud or non-compliance with law or regulations.

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquiring of management of whether they are aware of any non-compliance with laws and regulations.
- Enquiring of management whether they have knowledge of any actual, suspected or alleged fraud.
- Enquiring of management their internal controls established to mitigate risk related to fraud or non-compliance with laws and regulations.
- Discussions amongst the engagement team on how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in posting of unusual journals.
- Obtaining understanding of the legal and regulatory framework the company operates in focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, tax legislation, employment law and, Health and Safety.

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

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Audited the risk of management override of controls, including through testing journal entries for appropriateness.

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

- Agreeing financial statements disclosures to underlying supporting documentation.
- Enquiring of management as to actual and potential litigation claims.

The test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, mean that there is an unavoidable risk that even some material misstatements in respect of irregularities may remain undiscovered even though the audit is properly planned and performed in accordance with ISAs (UK). Furthermore, the more removed that laws and regulations are from financial transactions, the less likely that we would become aware of non-compliance. Our examination should therefore not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance that might exist. The responsibility for safeguarding the assets of the charitable company and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with the Trustees.

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2023 (continued)**

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.

Use of our report

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

Stephen Coleman

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(Senior Statutory Auditor)

15/7/2024

for and on behalf of Gerald Edelman LLP

Chartered Accountants
Statutory Auditor

73 Cornhill
London
EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Financial Activities (including Income and Expenditure Account)
for year ending 31 December 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Income:					
Donations and Legacies	2	251,531	24,240	275,771	307,986
Charitable Activities	3	16,647	-	16,647	20,865
Investments	4	18,806	-	18,806	1,075
Other	5	12,062	-	12,062	3,451
Total income		299,046	24,240	323,286	333,377
Expenditure:					
Fundraising	6	35,567	-	35,567	41,402
Charitable activities	7	391,589	24,240	415,829	367,089
Total expenditure		427,156	24,240	451,396	408,491
Net income / (expenditure) and net movement in funds for the year		(128,110)	-	(128,110)	(75,114)
Transfer between Funds	18	466,191	(466,191)	-	-
Net Movement in funds		338,081	(441,951)	(128,110)	(75,114)
Reconciliation of funds:					
Total funds brought forward		299,682	989,391	1,289,073	1,364,187
Total funds carried forward		637,763	523,200	1,160,963	1,289,073

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 21 to 34 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Balance Sheet
for year ending 31 December 2023

	Notes	2023 Total funds £	2022 Total funds £
Fixed assets:			
Tangible assets	14	9,822	984,209
Investments	15	1	1
Total fixed assets		9,823	984,210
Current assets:			
Stocks		5,969	6,052
Debtors	16	84,128	27,231
Cash at bank and in hand		1,216,679	548,151
Total current assets		1,306,776	581,434
Liabilities:			
Creditors: Amounts falling due within one year	17	(155,636)	(276,571)
Net current assets		1,151,140	304,863
Total assets less current liabilities		1,160,963	1,289,073
Net assets		1,160,963	1,289,073
The funds of the charity:			
Unrestricted funds		598,027	259,946
Designated development fund		39,736	39,736
Restricted income funds		523,200	989,391
TOTAL FUNDS		1,160,963	1,289,073

These financial statements have been prepared in accordance with the Companies Act 2006 relating to Charitable Companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102))

15/7/2024

The financial statements were approved by the Board of Trustees on and were signed on its behalf by:

Signed by:

 57E8953F87B34AA...
Stephen Miller
 Chair of Trustees

.....15/7/2024
 Date

Registered Company Number: 02671913

The notes on pages 21 to 34 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Cash Flows
for year ending 31 December 2023

	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds
	£	£	£	£
Net movement in funds	(128,110)	-	(128,110)	(75,114)
Add back depreciation charge	1,454	3,020	4,474	3,297
Deduct interest income from investing activities	(18,806)	-	(18,806)	(1,075)
Deduct net proceeds from sale of fixed assets	(12,062)	-	(12,062)	(3,451)
Cash used in operating activities	(157,524)	3,020	(154,504)	(76,343)
Decrease/(Increase) in Debtors	(56,984)	87	(56,897)	(9,359)
(Decrease)/Increase in Creditors	76,455	(1,890)	74,565	(34,277)
Decrease/(Increase) in Stocks	83	-	83	(3,050)
Cash Generated from Operations	(137,970)	1,217	(136,753)	(123,029)
Purchase of Tangible Fixed Assets	(9,587)	-	(9,587)	
Proceeds from sale of Old Chapel	466,192	317,808	784,000	-
Proceeds from sale of fixed assets	12,062	-	12,062	3,451
Interest Received	18,806	-	18,806	1,075
Adjustment re restricted and Unrestricted funds	8,241	(8,241)	-	-
Net Cash from Investing Activities	495,714	309,567	805,281	4,526
	-	-	-	
Net Cash from Financing Activities	-	-	-	-
(Decrease)/Increase in Cash	357,744	310,784	668,528	(118,503)
Cash at the beginning of the year	291,613	256,538	548,151	666,654
Total cash at the end of the year	649,357	567,322	1,216,679	548,151

Included in restricted funds of £567,322 is £7,834 (2022: £5,870) of deferred income, restricted to a capital fund, and £37,890 (2022: £41,744) of deferred income restricted to future projects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

Notes on the accounts

1. Accounting policies

Charity information

DEMAND Design and Manufacture for Disability is a private Company limited by guarantee incorporated in England and Wales. The registered office is c/o Building Bloqs, 2 Anthony Way, London, N18 3QT.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in Sterling which is the functional currency of the Charitable Company and monetary amounts in these financial statements are rounded to the nearest £.

DEMAND Design and Manufacture for Disability meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Group financial statements have not been prepared as the subsidiary undertaking is dormant and any adjustment would be immaterial after consolidation.

Preparation of the accounts on a going concern basis

The charitable company reported a cash inflow of £688,528 for the year.

The Trustees are of the view that this is within the parameters set in the annual budget and in line with the charity's strategy of investing in skills and modern production machinery in support of its beneficiary growth aspirations.

At the time of approving the financial statements, 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 financial statements.

Income

Income is recognised when the charity has entitlement to the funds and that any performance conditions attached to the item(s) of income have been met.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised but their contribution acknowledged in other publications and communications.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work, for specific projects or for work in particular geographies and/or for work with particular groups of people.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of fundraising
- Expenditure on charitable activities includes the costs of the development and manufacture of custom equipment and small batch produced products; the delivery of specialist equipment related services; the development and manufacture of inclusive sports equipment; the provision of an expert helpline; the provision of student placements, educational materials, resources and events; and digital outreach, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

Operating leases

The charity classifies the lease of equipment (e.g. photocopiers) as operating leases; the title to the equipment remains with the lessor and the equipment is generally replaced every 3 to 5 years.

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.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land	No depreciation
Buildings	2% on fair value
Plant, equipment and tools	10–33% on cost
Motor vehicles	25% on cost

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses within the SOFA and accumulated in reserves.

Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises cost of goods that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the SOFA. Reversals of impairment losses are also recognised in the SOFA.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

1. Accounting policies – continued

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

All employees of the charity were entitled to join the charity's defined contribution pension scheme (after 3 months' employment) which is funded by contributions from employee and employer. Members of the scheme may also contribute Additional Voluntary Contributions which are funded by the employee alone. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

The employer's contributions made to pension schemes in 2023 were £12,379 (2022: £12,792) with an employer's contribution rate of 5% of pensionable pay and an employee's contribution of 5% of pensionable pay. The charity acts as agent in collecting and paying over employee pension contributions. Some members of staff were auto-enrolled into the company scheme (a qualifying scheme) at the statutory rate of at least 3%.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The Charity holds only basic financial instruments. These are initially recognised at transition value and subsequently measured at their settlement value.

Critical accounting estimates and judgements

In the application of the Charitable Company'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.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

	2023	2022
2. Donations and legacies		£
Donations	275,771	307,986
	275,771	307,986

The income from donations was £275,771 (2022: £307,986) of which £251,531 was unrestricted (2022: £278,748) and £24,240 restricted (2022: 29,238).

	2023	2022
3. Charitable activities	£	£
Inclusive sports equipment	5,557	14,728
Donated specialist equipment	927	507
DEMAND's own products	10,163	5,630
	16,647	20,865

	2023	2022
4. Investment income	£	£
Interest received gross	18,806	1,075
	18,806	1,075

	2023	2022
5. Other income	£	£
Surplus on disposal of tangible assets	12,062	3,451
	12,062	3,451

	2023	2022
6. Expenditure on raising funds	£	£
Fundraising	35,567	41,402
	35,567	41,402

Expenditure on fundraising activities was £35,567 (2022: £41,402) of which £35,567 was unrestricted (2022: £41,402) and £NIL was restricted (2022: £NIL).

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

6. Expenditure on raising funds - continued

In addition to directly attributable fundraising costs, expenditure on fundraising includes a total of £160 (2022: £146) of allocated governance costs, of which £160 (2022: £146) was unrestricted, and £Nil (2022: £Nil) was restricted.

There were also £953 (2022: £596) of total allocated support costs, of which £953 (2022: £596) was unrestricted, and £NIL (2022: £NIL) was restricted.

7. Analysis of expenditure on charitable activities

Key to activity headings

[CE] Custom equipment **[ODP]** Other DEMAND products **[SRM]** Specialist equipment repair

[ISE] Inclusive sports equipment **[E&O]** Education and outreach **[HL]** Helpline **[SS]** Student support

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2023
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	143,479	51,574	(191)	18,866	81	12,845	22,293	248,947
Marketing	10,261	9,234	144	3,382	-	437	1,296	24,753
Premises	45,506	2,073	1	345	-	138	690	48,753
Depreciation	4,474	-	-	-	-	-	-	4,474
Governance	16,884	22,340	3	3,168	-	1,266	2,959	46,620
Support costs	7,115	23,699	2	4,430	3,451	967	2,617	42,281
Total	227,719	108,920	(41)	30,191	3,532	15,653	29,855	415,829

Expenditure on charitable activities was £415,829 (2022: £367,089) of which £391,589 was unrestricted (2022: £336,698) and £24,240 was restricted (2022: £30,391). See below for the analysis of expenditure on charitable activities for the previous year (2022).

Analysis of expenditure on charitable activities for the previous year (2022)

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2022
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	150,375	52,018	145	20,467	943	11,906	17,668	253,522
Marketing	8,295	10,549	1,376	3,461	-	539	1,876	26,096
Premises	13,587	6,287	2	1,048	-	419	2,095	23,438
Depreciation	3,296	-	-	-	-	-	-	3,296
Governance	11,341	15,899	2	2,142	-	857	1,211	31,452
Support costs	6,092	15,785	2	2,915	2,053	688	1,750	29,285
Total	192,986	100,538	1,527	30,033	2,996	14,409	24,600	367,089

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

8. Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the seven key charitable activities undertaken (see note 8) in the year.

Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Basis of apportionment	General support	Governance	Total 2023
		£	£	£
Trustee meetings	Actual Cost	-	940	940
Trustee Recruitment	Actual Cost	-	10,000	10,000
Salaries and related costs	Allocated on time	33,226	20,443	53,669
Audit fees	Governance	-	11,000	11,000
Legal and professional	Governance	-	3,519	3,519
Insurances	Governance	-	871	871
General office	Pro rata staff full-time equivalents	10,008	7	10,015
Total		43,234	46,780	90,014
		Fundraising	Charitable activities	Total 2023
		£	£	£
General Support		953	42,281	43,234
Governance		160	46,620	46,780
Total		1,113	88,901	90,014

Analysis of governance and support costs – previous year (2022)

	Basis of apportionment	General support	Governance	Total 2022
		£	£	£
Trustee meetings	Actual Cost	-	370	370
Trustee Recruitment	Actual Cost	-	400	400
Salaries and related costs	Allocated on time	21,197	18,708	39,905
Audit fees	Governance	-	9,900	9,900
Legal and professional	Governance	-	1,134	1,134
Insurances	Governance	-	1,077	1,077
General office	Pro rata full time equiv.	8,684	9	8,693
Total		29,881	31,598	61,479

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

8. Analysis of governance and support costs – previous year (2022) – continued

Fundraising	Charitable activities	Total 2022
£	£	£
596	29,285	29,881
146	31,452	31,598
742	60,737	61,479

	2023	2022
	£	£
9. Net income /(expenditure) for the year		
Net resources are stated after charging:		
Auditors' remuneration	11,000	9,000
Depreciation – owned assets	4,474	3,297

10. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022.

The cost to the charity of indemnity insurance relating to the Trustees for the year amounted to £871 (2022: £885).

Trustees' expenses

One trustee was reimbursed for travelling expenses totalling £210 (2022: £288) in the year ended 31 December 2023.

Trustee recruitment expenses totalling £10,000 (2022: £400) were met during the year ended 31 December 2023.

The charity also met the expense of providing meeting facilities and refreshments for Trustee meetings. For the year ended 31 December 2023 these expenses totalled £258 (2022: £82) for refreshments and £471 (2022: £Nil) for room hire.

	2023	2022
	£	£
11. Staff costs		
Salaries and wages	265,020	273,447
Social security costs	24,878	25,433
Pension costs	12,379	12,793
	302,277	311,673

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

11. Staff costs – continued

The average monthly head count was 5 staff (2022: 7 staff)

	2023	2022
Production staff	3	5
Fundraising	0	0
Management and administration	1	1
Marketing	1	1
	5	7

The number of employees whose emoluments fell within the following bands was:

	2023	2022
£70,001 – £80,000	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows;

	2023	2022
	£	£
Gross salaries	133,925	122,020
Company pension contributions	5,952	5,501
Aggregate compensation	139,877	127,521

12. Related party transactions

£340 was paid to appMotivate, a web applications and IT support Company owned by Peter Evans, a brother of the Chief Executive, Gary Evans (2022: £1,212).

13. Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

14. Tangible fixed assets

	*Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2023 £
Cost (* or valuation at fair value)				
At 1 January 2023	979,500	103,554	10,990	1,094,044
Additions	-	9,587	-	9,587
Disposals written back	(979,500)	(90,849)	(10,990)	(1,081,339)
Revaluation				
At 31 December 2023	-	22,292	-	22,292
Depreciation				
At 1 January 2023	1	98,845	10,989	109,835
Charge for year	-	4,473	1	4,474
Eliminated on Disposal written back	(1)	(90,849)	(10,990)	(101,840)
Rounding Adjustment		1		1
At 31 December 2023	-	12,470	-	12,470
Net book value				
At 31 December 2023	-	9,822	-	9,822
At 31 December 2022	979,499	4,709	1	984,209

The closing net book value represents fixed assets used for:

	Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2023 £
Direct charitable purposes	-	9,822	-	9,822
Management and administrative purposes	-	-	-	-
	-	9,822	-	9,822

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

15. Fixed asset investments

	Shares in group undertakings
	2023
Market value	£
At 1 January 2023 and 31 December 2023	1
Net book value	
At 31 December 2023	1
At 31 December 2022	1

There were no investments outside the UK.

The charitable company's investments at the balance sheet date in the share capital of companies include the following:

Demand SRM Limited – registered in England and Wales under number 07352263

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

16. Debtors

	2023	2022
	£	£
Trade debtors	26	1,500
Other debtors	26,873	21,420
Prepayments and accrued income	57,229	4,311
	84,128	27,231

17. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	67,949	5,264
Accruals and deferred income	68,452	59,403
Taxation and social security costs	18,129	14,729
Other creditors	1,106	197,175
	155,636	276,571

Deferred income of £45,724 (2022: £47,614) included in accruals and deferred income represents restricted donations received in advance.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

18. Analysis of charitable funds

Analysis of movements in unrestricted funds

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 23				31 Dec 23
	£	£	£	£	£
General Fund	259,946	299,045	(427,155)	466,191	598,027
Designated Fund	39,736	-	-	-	39,736
	299,682	299,045	(427,155)	466,191	637,763

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

Designated development fund in support of the charity's beneficiary growth plan.

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 23				31 Dec 23
	£	£	£	£	£
Restricted funds					
Building fund	979,499	-	-	(466,191)	513,308
Plant and machinery fund	3,261	5,037	(5,037)	-	3,261
Workshop fund	2,715	6,165	(6,165)	-	2,715
Education & outreach fund	100	13,039	(13,039)	-	100
Motor vehicle Fund	3,816	-	-	-	3,816
	989,391	24,241	(24,241)	(466,191)	523,200
Total Funds	1,289,073	323,286	(451,396)	-	1,160,963

Building fund

The Building fund was established to provide for the purchase of the freehold building to house the charity due to the closure of Napsbury Hospital, from which it formerly rented premises.

Included in the Building Fund is a revaluation reserve and the balance at the Balance Sheet date was £Nil (2022: £479,660).

Plant and machinery fund

The Plant and machinery Fund was established for the purchase of a vacuum moulding machine to enable the charity to mould large pieces of equipment for those with disabilities.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

18. Analysis of charitable funds - continued

Designated development fund	The Designated development fund was established in 2014 to fund investment in skills and equipment which would increase the charity's resilience, efficiency, and capabilities to meet the challenges of the charity's beneficiary growth plan.
Education and outreach fund	The Education and outreach fund was established in 2014 to extend Demand's work with schools and Universities to increase awareness of the needs of disabled people, to promote best practice in assistive equipment design and to promote inclusivity in product design.
Workshop fund	The Workshop fund was established to hold funds given to carry out our work delivering equipment to our beneficiaries with a restriction attached (for example: a restriction relating to a specific condition, age group or geography).
Motor vehicle fund	The Motor vehicle fund was established to hold funds given to purchase, operate, and maintain charity vehicles.

Analysis of Net Assets by fund

Fund balances at 31st December 2023 are represented by:

	Unrestricted	Restricted	Total
	£	£	£
Tangible assets	8,133	1,689	9,822
Investments	1	-	1
Net current assets	629,629	521,511	1,151,140
Total	637,763	523,200	1,160,963

19. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2023	2022
	£	£
Contributions payable by the company for the year	12,379	12,793

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2023

20. Limited liability status

The charitable company is limited by guarantee and has no share capital. Every member guarantees that, if the charity is dissolved while he or she remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

21. Analysis of changes in net funds

	01 Jan 2023	Cash Flows	31 Dec 2023
	£	£	£
Cash at bank and in hand	548,151	668,528	1,216,679

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales - Charity number 1008128

Accounts



**DEMAND DESIGN AND MANUFACTURE FOR
DISABILITY**
(A Company Limited By Guarantee)

**Annual Report
And Financial Statements
For
Year Ended 31 December 2022**

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Contents of the Report of the Trustees and Financial Statements for the year ended 31 December 2022

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Reference and administrative details for the year ended 31 December 2022

Status	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 st July 1980 and incorporated on 17 th December 1991.
Governing Document	<p>The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.</p> <p>In 2010 a trading subsidiary (DEMAND SRM Ltd) was established and which remains dormant.</p>
Company Registration Number	2671913 (England & Wales)
Charity Registration Number	1008128 (England & Wales)
Registered Office and Principal Office	c/o Building Bloqs, 2 Anthony Way, London N18 3QT
Trustees	Neil Chitty (Appointed 07/11/2022) Victoria Lyons Thomas Mercer Andrew Parsons (Appointed 28/04/2022) John Plunkett (Appointed 28/04/2022) Anthony Soothill Katherine White
Honorary Officer	Anthony Soothill (Chair)
Principal Staff	Gary Evans (Chief Executive)
Company Secretary	Frances Evans
Bankers	Barclays Bank UK PLC, Leicester, LE87 2BB
Legal Advisors	Sherrards Solicitors LLP,1-3 Pemberton Row, London EC4A 3BG
Independent Auditors	Gerald Edelman LLP Chartered Accountants 73 Cornhill, London EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

Our purposes and activities

The objects of the charity are stated as:

The relief of disabled, handicapped or infirm persons and in particular;

- to design, build and manufacture furniture and equipment for use in connection with and to alleviate disability, handicap or infirmity among persons individually or generally and for meeting the special needs of disabled, handicapped or infirm persons individually or generally;
- to promote the study of the design, build and manufacture of furniture and equipment (including play equipment) to meet the special needs of disabled, handicapped or infirm persons. To provide for student loans, scholarships, bursaries, grants or sponsorship in support of those persons taking such courses of study.

In its current context this means helping people to overcome barriers to independence, inclusion, and participation, and we do this by;

- designing, modifying, adapting, repurposing, and manufacturing equipment for disabled people to help them live life their way,
- providing educational support in the form of mentoring, coaching, work experience, and industrial placements to secondary school age and undergraduate students, and
- advancing the knowledge and awareness of individuals and the public generally of the needs, requirements and challenges of disabled people

The vision that guides our day-to-day activities is of a world in which all people are valued and are enabled to live life their way with dignity and without discrimination.

In shaping our objectives and planning our activities for the year, the Trustees have considered the Charity Commission's guidance on public benefit;

- The public benefit requirement (PB1)
- Public benefit: running a charity (PB2)
- Public benefit: reporting (PB3)

The strategies employed to achieve the charity's aims and objectives are:

- a) To offer a sign-posting service which helps people quickly find equipment solutions,
- b) To create, and to make available, facilities, systems, platforms, and processes for knowledge sharing, and to facilitate knowledge sharing,
- c) To continuously develop our Original Equipment Design and Manufacturing (OEDM) capabilities,
- d) To strengthen and increase the long-term resilience of the charity; culturally, financially, and operationally.

Putting these strategies into action we have 7 main areas of activity which are:

- a) Custom equipment design and manufacture (Design for One)
- b) New product design, development, and manufacture (Design for Many)
- c) Inclusive sports equipment (Boccia)
- d) Online tools
- e) Student Support

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

- f) Sign-posting service / helpdesk
- g) Specialist equipment repair

Custom equipment design and manufacture ('Design for One' – DfO)

Despite myriad technology advances since our founding in 1980, it is still the case that mainstream 'one-size-fits-all' disability equipment often fails to meet the unique needs of disabled people especially when they live with multiple impairments and/or complicated health conditions. DEMAND continues to innovate every day to fill this gap with equipment and products co-designed with the users and where there is a small but clearly identified wider need, to make those designs available to all who would benefit.

The projects we undertake meet the needs of people of all ages and range in complexity from the deceptively simple (e.g., a grabbing tool) to the complex (e.g., a fully articulating, fold-away artists' easel for people with impaired motor control). Projects vary in cost from a few hundred to many thousands of pounds and may take anything from a few days to many months to complete. It is in working on such projects that our placement and work experience students get to understand the meaning and practice of co-design, user-centred design, inclusive design, and design for disability.

New product design, development, and manufacture ('Design for Many' – DfM)

The promotion of our work online and on social media platforms will often reveal a wider unmet need for our custom equipment which would remain so if left to commercial manufacturers to develop the designs for production. The market for products like those designed by the team at DEMAND is relatively small and so it is generally uneconomic for mainstream manufacturers to pick up and run with these products on a commercial scale. Many innovative products never see the light of day because of this.

It is because of this that we have adopted an 'always design for production' philosophy for all our custom projects. Through working closely with users, thoughtful design, comprehensive modelling, and detailed documentation, it has become much easier and affordable to make that original one-off available to many; the research and development cost being written off against that original project work. Products currently available through the charity's online shop include Freasel (an articulated artists' easel), the Sensory Shell Chair (for young people with sensory processing disorders such as autism to help them make sense of their world by limiting environmental stimuli), Floor sitters, and musical instrument stands.

Inclusive sports equipment (Boccia)

Initially developed to meet the needs of a custom equipment client, our popular range of Boccia Ramps already provides sporting and social opportunities for people on every continent (except Antarctica). Sports clubs, youth clubs, community groups, schools and latterly, care homes seniors, have access to a truly inclusive sport by investing in our low cost, entry-level 'Lite' model and at the top end of the range the Nova - a full international competition class ramp suitable for the full range of players which is currently subject to a significant player-driven re-design.

Online tools

We develop and support www.cracked-it.org which is an on-line platform designed to connect people with equipment needs and challenges to a global community of designers, engineers, and makers. In addition, cracked-it.org provides a platform on which we share

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

designs for custom equipment which are made available under open license, allowing many more people to help themselves and to help others wherever they are in the world.

Student Support

Using an “user-centred” approach to design means we are constantly learning from the people we engage with. We really love sharing our skills and knowledge and we are thrilled that our work provides unique learning experiences for our undergraduate placement, and work experience students who come to us for a better understanding of co-design, design for disability, and of inclusive design. We are delighted that despite the challenges of the past couple of years we have continued to deliver these opportunities so that future generations of designers pause to consider the needs of the few as much as those of the many, and then go on to create products and services which properly cater for the needs of disabled people throughout their careers.

We have welcomed school age and undergraduate students into our workshops for many years and during 2022 we had 2 students on industrial placements. The charity benefits enormously from their energy, enthusiasm, and contribution; working with energetic and creative people always stimulates new and different thinking within the organisation which has driven change in working methods and spawned several interesting products.

We also provide practical advice to students working on their own design for disability projects where the valuable and rare insights of our skilled team are much sought after.

Helpline

In many cases, enquirers' needs can be addressed with products and services already available on the open market; if only they could be found easily. Sometimes it is just a case of knowing the right question to ask whilst at other times some lateral and creative thinking is required to pinpoint an ideal solution. In 2022, 42 families were helped in this way.

Performance and achievements

Much of the team's focus during 2022 has been on product development (DfM projects and Boccia ramp development) which is the best way of increasing our impact whilst not simultaneously dramatically increasing our expenses. That said, we have had to absorb some massive cost increases in outsourced services, energy, and raw materials.

Pandemic driven commercial property price inflation also thwarted our plans to establish an inclusive makerspace but every cloud has a silver lining, so it is said, and so instead, we are relocating to the London Borough of Enfield and taking up residency at BLOQS, arguably Europe's largest and best equipped professional open workshop. This move will give us better financial flexibility, as well as access to a great community of creative makers, and to state-of-the-art manufacturing equipment and constitutes a vital element of the charity's reboot following a period of turmoil and change in the UK.

We are a small team, and whilst it pains us not to be able to satisfy all the demands placed upon us, we continuously review our working methods and processes in our quest to be as productive and effective as possible.

We continue to develop our network of outsourcing partners with the result that our Floor-sitters, Boccia Lite and Pro-X production has been significantly enhanced. We retain the

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

capability to manufacture these products in-house should the need arise, but it is a far better use of everyone's time to focus more on design and make projects rather than repetitive manufacturing.

It is always heartening, then, to get positive feedback for our work and products, and to be able to remind ourselves that our 'day-to-day' makes as much of a difference to people as it ever did;

"I'm delighted to report your invention is working 'fantastically' and I've certainly been making up for lost time and it would be far to say that the table is just perfect as it is - IT REALLY IS PERFECT." - *Shaun*

"I'm looking forward to getting back in the swing of playing and writing ... my work flow and actually production of musical pieces is rather more fluid and productive." - *JJ*

Key Performance Indicators

We focused most of our efforts during the year on product development and the backlog of bespoke equipment projects which had built up over the past 18 months due to Covid-19 lockdown periods affecting our ability to manufacture.

719 (2021: 569) people benefited from our services and products which is a great contribution to the 5-year total of 3,765.

Total revenue for the 12 months to 31st December was £333,377 which was down on the previous year total of £455,545.

Expenditure for the year amounted to £408,491 - 0.46% more than in 2021 (£406,606).

The charity therefore ended the year with an operating deficit of £75,114 compared to last year's surplus of £48,939. This was largely attributable to an increasingly challenging fundraising environment (we depend heavily on Trusts and Foundations and several, post pandemic and now also dealing with renewed calls on the funds because of the prevailing cost of living crisis, have shifted focus). A second, and not insignificant factor, are post-Brexit trading challenges. Generating our own income is a gruelling undertaking. Supply chains continue to be strained. Shipments of our products into the EU are swathed in paperwork, and subject to unwelcome delays when passing through various countries' customs procedures. Getting Boccia ramps to schools and clubs in Portugal (a historically solid market for us), for example, has been particularly problematic.

Forward cover, calculated on the average monthly budgeted monthly future expense against wholly unrestricted funds stood at 7.5 months at the year-end which is in line with our current policy (3 to 12 months).

Future plans

The trustees affirmed their commitment to making sure that the experience we have built up, and the learnings we have taken over our 40 years' of operations, are shared with as many people as possible. In addition to our student placement and regular work experience programme, our plan, over and above designing and making more great stuff for disabled people, is to leverage the knowledge we have gained in solving real world challenges for

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

people, to providing and facilitating greater access to, and participation in, the art and craft of making.

The building blocks of our future plans are;

Co-operation

Using our connections and expertise to help more people directly through more collaborations with designers, engineers, and makers everywhere as well as virtually by creating open-source designs to help others help themselves and to help others.

Capability

Investing in people and securing access to state-of-the-art manufacturing technologies to improve our ability to offer increasingly advanced solutions which remove barriers to inclusion, participation, and independence. Additive manufacturing ('3D printing'), for example, has been a terrific asset in helping us iterate ideas and designs more quickly, and digital machine tools continue to improve our production capability.

Community

We have always provided a service to anyone in need without prejudice and continue to look for ways to better engage the wider community. We will leverage our residency at BLOQS to ensure that their facilities and services are exemplarily accessible and inclusive. We are investing in all things digital, especially audience building, to make sure we have the strong support we need to realise this vision,

Championing

Better design for all. We will do this by encouraging and nurturing design and engineering talent for social good. Education has always been a cornerstone of DEMAND's work and we will continue to give young people setting out on their careers a unique insight into, and practical experience of, design and manufacture for disability through work experience, student placements, design briefs and events.

Principal risks and uncertainties

The major risks and opportunities facing the charitable company are periodically reviewed as part of the business planning and budgeting process. The Trustees confirm that all major risks have been reviewed and systems and processes have been established to mitigate and manage those risks.

The Trustees have a risk management strategy which comprises:

- periodic review of the principal risks and uncertainties that the charity faces
- the establishment of policies, systems and procedures to mitigate those risks identified in the review
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the primary risk for the charity. Key elements in the management of financial risk are general prudence, tight cash control, diversification of income streams, a focus on quick decision making, raising unrestricted funds,

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

regular review of available liquid funds, to settle debts as they fall due, and the proactive management of trade debtors and creditors balances to ensure sufficient working capital.

The charity has experienced substantial increases in raw material and energy costs which will have a negative material effect on the charity's budget in 2023 and beyond. Supply chains continue to be strained. We are still being negatively affected by the UK's exit from the EU. Shipments of products into EU states are swathed in paperwork and subject to unwelcome delays when passing through various countries customs procedures. We have yet to witness any upside.

At the time of writing, Trusts and Foundations, hitherto the bedrock of our income, are under great pressure to help organisations providing humanitarian and medical support in places of conflict and humanitarian crises. Add to this a domestic cost of living crisis and it is little surprise that fundraising for a small, niche charity, like DEMAND is a real challenge. It is for these reasons that we continue to seek to diversify our income generation and thereby improve our long-term resilience.

Attention is continuously given to non-financial risks relating to fire, the health, safety and general safeguarding of volunteers, staff, and clients and, in the clients' case, from product defects or failure. These risks are managed by ensuring accreditations are up to date, having robust systems, policies, and procedures, backed up with regular training for staff.

All custom equipment projects are subject to comprehensive and multiple risk assessments, pre-delivery testing and follow-ups; all essential in fulfilling our obligations as a MHRA Class 1 registered medical device manufacturer.

Data protection

The charity ensures that its data management policies, procedures and systems are wholly compliant with the General Data Protection Regulations and the six key principles therein, which are;

That personal data is

- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
- c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;
- e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

- f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

On behalf of the board:



Anthony Soothill
Chair of Trustees

.....
Date 20 July 2023

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2022

The Trustees are pleased to present their Annual Report together with the financial statements of the charity for the year ending 31 December 2022 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 2019).

Chair's summary

The word 'reboot' has been used previously in this document and I can think of no more appropriate a word than 'reboot' to describe the start of this next phase of DEMAND's long history. Moving away from Abbots Langley, our home for the past 23 years, and taking up residency at Building Bloqs ('BLOQS') in the London Borough of Enfield is a transformative moment. We have pulled the curtain back on a great stage of opportunity, in terms of enhanced operational capability, in access to a terrific community of creative makers, and to be in on the ground floor of a far-reaching regeneration of a long-neglected part of our capital city.

DEMAND is now the only charity in the UK which has dedicated, full time, expert designers, and makers, with access to a comprehensively equipped workshop capable of meeting people's needs when mainstream products fall short.

As always, we have a lively list of enquiries – everything from ride-on toys for young people with autism (helping them engage with outdoor spaces better), through to seniors looking for ironing boards suitable for seated/wheelchair use. No enquiry goes unexamined, although, sadly, our resources don't allow us to help everyone who gets in touch. The current list of over 50 live enquiries equates to between 120 and 600 people (depending on whether we're dealing with individuals, families, therapy groups, sporting clubs, or schools), and the list never gets any shorter nor simpler.

These are exciting and energising times, and I am delighted that Neil Chitty, Andy Parsons, and John Plunkett have joined the Board of Trustees, bringing with them a wealth of knowledge and understanding of learning disability, health, social leadership, facilities management, and transformation, as well as boundless enthusiasm for our plans. Moreover, they have helped fill the substantial void left by the retirement of The Hon. Claire Renton and of Russell Willcox – long standing trustees both. A very special thanks go to them for their commitment, counsel, and invaluable contribution over their combined 30 years on the Board.

Our achievements, and the realisation of our future plans, are only possible with the continued backing of the many Trusts and Foundations, businesses (both local and global), community groups, and individuals up and down the country, who support us financially, materially, and in kind.

On behalf of the Trustees, I thank the team, our clients, our donors, and supporters who make it possible for us to be able to contribute meaningfully to the lives of so many people.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2022

Public benefit

The primary focus of our work is to provide and make accessible equipment that improves the day-to-day living, opportunity or recovery of people living with disability, impairment, or infirmity, regardless of age or personal circumstance. Our services are provided without prejudice and address unmet needs.

Throughout 2022 we provided the following services;

- The design, manufacture and modification of equipment to solve everyday living, work, mobility and recovery challenges for disabled people whether their disability is permanent or temporary
- The design, manufacture and modification of equipment to aid therapy and recovery from injury
- The design, manufacture and modification of equipment that provide enhanced opportunity for disabled people to participate in leisure, sporting, fitness, travel, cultural and artistic activities
- A helpline, available to all at no cost to users, which provides advice to users, carers, teachers and health professionals on sources of specialist equipment
- The provision of educational placements for design and engineering graduates
- The provision of work experience opportunities for year 12 and 13 students
- The provision of project mentoring to Product Design undergraduates and school students
- The sharing of designs under open license to assist others in their endeavours to help disabled people through cracked-it.org

Ensuring our work delivers our aims

We review our goals and key supporting strategies regularly in the context of longer term three or five-year plans. The activities and projects which support each strategy in the context of public benefit are reviewed by the Trustees regularly and periodically.

Looking forward - Objectives for 2023

In line with the charity's vision and mission, our major objectives are;

1. To provide products and services which enhance disabled people's ability to be more independent, to actively participate in and contribute to their community and to access opportunities for learning, work, creativity, and social engagement.
2. To develop services, globally accessible where possible, which connect, inspire and motivate designers, makers and engineers to play an active part in developing better equipment solutions for disabled people.
3. To develop new products and services, in line with our core purpose, which improve the charity's resilience and capabilities, technically, financially, and culturally.
4. To grow sustainable voluntary income, primarily unrestricted in nature, in order to achieve our goals.
5. To continue to raise our profile and reputation.
6. To Invest in and optimise the potential of our people through the introduction and adoption of new systems, processes and methods that add value to our operation and which support innovation throughout.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2022

Reserves policy

The reserves policy is to maintain forward cover of between 3 and 12 months. This policy was re-affirmed at the December 2022 Board Meeting and is designed to ensure we can continue to provide public benefit when subject to short term negative economic conditions, especially those affecting our major sources of donations.

Keeping an engineering operation open and effective means we must be able to recruit and retain skilled technical staff, and to keep the means of production working which requires premises, heat, light and power.

We have calculated that the absolute minimum buffer the charity needs is 3 months but we ideally aim to maintain between 6 to 12 months in order to

- Mitigate the risks associated with uncertainties associated with fundraising
- Mitigate the risks associated with the loss of and recruitment of key staff

Total unrestricted reserves at 31st December 2022 were £299,682 of which £39,736 remains designated to support the charity's development. The general fund therefore stands at £259,946 which is equivalent to approximately 7.5 months' expenditure at budgeted 2023 levels and which falls within our 3-to-12-month policy.

Restricted reserves at 31st December 2022 were £989,391 of which £986,576 was restricted to fixed assets held by the charity and an additional £2,815 available for projects tightly restricted by geography, age or disability or a combination of these.

Structure, Governance and Management

DEMAND is a charity and a Company Limited by Guarantee which is overseen by a Board of Trustees, currently numbering 7, who are also Directors under Company Law with no beneficial interest in the charity.

Directors of the Charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2022 was 7 (2021: 6).

The Trustees meet quarterly and determine the overall direction for the charity, the business and operating controls and measures of success. Day-to-day decision making is exercised by the Chief Executive, along with the Chief Finance Officer.

Pay policy for senior staff

The Board of Directors, who are the charity's Trustees, and the senior management team, are the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 11 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in line with inflation should finances allow. In view of the nature of the charity, the directors benchmark against pay levels in small and medium engineering companies. If recruitment conditions demand, a market addition may also be paid.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2022

Trustees

Trustees, and the only members of the Company, who served during the year and up to the date of this report were as follows:

- Anthony Soothill (Chair)
- Thomas Mercer
- The Hon. Clare Renton
- Victoria Lyons
- Andrew Parsons
- Katherine White
- Neil Chitty
- John Plunkett
- Russell Willcox

Board Sub-committees

In exceptional circumstances there is a Finance Sub-Committee (FSC) – consisting of up to 4, but no fewer than 3 Trustees and the senior management team – which has delegated authority to act on financial matters on behalf of the Board. The FSC commits to be available at short notice to enable swift decision making and action.

Recruitment and Appointment of New Trustees

New Trustees may be appointed by a decision of the existing Trustees. Following appointment, all new Trustees have an induction programme in order that they can properly undertake and fulfil their responsibilities to the charity.

Whilst there is no set length of term for Trustees' appointments, one third of the Trustees must present themselves for re-election by rotation at every Annual General Meeting (AGM) which is normally held in April every year. Retiring Trustees are eligible for re-appointment at the AGM by majority vote of a quorate board. Russell Willcox and The Hon. Clare Renton permanently retired from the Board of Trustees in December and Andrew Parsons and John Plunkett were appointed in April and Neil Chitty was appointed in November.

Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles SORP
- Make judgements and estimates that are reasonable and prudent
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2022

Statement as to Disclosure of Information to Auditors

In so far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Going concern

Having reviewed the Charitable Company's financial forecasts and expected future cash flows, the Trustees have reasonable expectation that the Charitable Company has adequate resources to continue its operational existence for the foreseeable future. Thus the going concern basis has been adopted in preparing the financial statements for the year ended 31st December 2022.

On behalf of the board:



Anthony Soothill
Chair of Trustees

.....
Date 20 July 2023

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2022 (continued)**

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report 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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2022 (continued)

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.

Matters on which we are required to report by exception

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 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

Responsibilities of trustees

As explained more fully in the statement of Trustees' responsibilities, the trustees, who are also the directors of the company 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2022 (continued)

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.

We planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements resulting from irregularities, fraud or non-compliance with law or regulations.

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquiring of management of whether they are aware of any non-compliance with laws and regulations.
- Enquiring of management whether they have knowledge of any actual, suspected or alleged fraud.
- Enquiring of management their internal controls established to mitigate risk related to fraud or non-compliance with laws and regulations.
- Discussions amongst the engagement team on how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in posting of unusual journals.
- Obtaining understanding of the legal and regulatory framework the company operates in focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, tax legislation, employment law and, Health and Safety.

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

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Audited the risk of management override of controls, including through testing journal entries for appropriateness.

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

- Agreeing financial statements disclosures to underlying supporting documentation.
- Enquiring of management as to actual and potential litigation claims.

The test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, mean that there is an unavoidable risk that even some material misstatements in respect of irregularities may remain undiscovered even though the audit is properly planned and performed in accordance with ISAs (UK). Furthermore, the more removed that laws and regulations are from financial transactions, the less likely that we would become aware of non-compliance. Our examination should therefore not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance that might exist. The responsibility for safeguarding the assets of the charitable company and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with the Trustees.

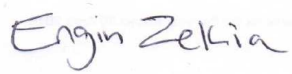
**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2022 (continued)**

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.

Use of our report

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Engin Zekia FCA (Senior Statutory Auditor)

for and on behalf of Gerald Edelman LLP

20 July 2023

Chartered Accountants
Statutory Auditor

73 Cornhill
London
EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Financial Activities (including Income and Expenditure Account)
for year ending 31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Income:					
Donations and Legacies	2	278,748	29,238	307,986	359,689
Charitable Activities	3	20,865	-	20,865	24,723
Other Trading Activities	4	-	-	-	1,477
Investments	5	1,075	-	1,075	15
Other	6	3,451	-	3,451	69,641
Total income		304,139	29,238	333,377	455,545
Expenditure:					
Fundraising	7	41,402	-	41,402	37,491
Charitable activities	8	336,698	30,391	367,089	369,115
Total expenditure		378,100	30,391	408,491	406,606
Net income / (expenditure) and net movement in funds for the year		(73,961)	(1,153)	(75,114)	48,939
Other recognised gains/(losses):					
Gains on revaluation of fixed assets		-	-	-	251,450
Net Movement in funds		(73,961)	(1,153)	(75,114)	300,389
Reconciliation of funds:					
Total funds brought forward		373,643	990,544	1,364,187	1,063,798
Total funds carried forward		299,682	989,391	1,289,073	1,364,187

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Balance Sheet
for year ending 31 December 2022

	Notes	2022 Total funds £	2021 Prior year funds £
Fixed assets:			
Tangible assets	15	984,209	987,506
Investments	16	1	1
Total fixed assets		984,210	987,507
Current assets:			
Stocks		6,052	3,002
Debtors	17	27,231	17,872
Cash at bank and in hand		548,151	666,654
Total current assets		581,434	687,528
Liabilities:			
Creditors: Amounts falling due within one year	18	(276,571)	(310,848)
Net current assets		304,863	376,680
Total assets less current liabilities		1,289,073	1,364,187
Net assets		1,289,073	1,364,187
The funds of the charity:			
Unrestricted funds	19	259,946	333,907
Designated development fund		39,736	39,736
Restricted income funds		989,391	990,544
TOTAL FUNDS		1,289,073	1,364,187

These financial statements have been prepared in accordance with the Companies Act 2006 relating to Charitable Companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102))

The financial statements were approved by the Board of Trustees on 13 July 2023 and were signed on its behalf by:

Anthony Seethill
Chair of Trustees

.....
Date 20 July 2023
Registered Company Number: 02671913

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Cash Flows
for year ending 31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Cash used in operating activities	22	(126,326)	3,297	(123,029)	97,923
Interest income		1,075	-	1,075	15
Deposit paid re Sale of Old Chapel		(195,500)	195,500	-	195,500
Proceeds from the sale of fixed assets		3,451	-	3,451	(5,123)
Cash provided by (used in) investing activities		(190,974)	195,500	4,526	190,392
Increase (decrease) in cash and cash equivalents in the year		(317,300)	198,797	(118,503)	288,315
Cash and cash equivalents at the beginning of the year		608,913	57,741	666,654	378,339
Total cash and cash equivalents at the end of the year		291,613	256,538	548,151	666,654

Included in restricted funds of £256,538 is £5,870 (2021: £3,229) of deferred income, restricted to a capital fund, and £41,744 (2021: £51,623) of deferred income restricted to future projects.

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

Notes on the accounts

1. Accounting policies

Charity information

DEMAND Design and Manufacture for Disability is a private Company limited by guarantee incorporated in England and Wales. The registered office is c/o Building Bloqs, 2 Anthony Way, London, N18 3QT.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in Sterling which is the functional currency of the Charitable Company and monetary amounts in these financial statements are rounded to the nearest £.

DEMAND Design and Manufacture for Disability meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Group financial statements have not been prepared as the subsidiary undertaking is dormant and any adjustment would be immaterial after consolidation.

Preparation of the accounts on a going concern basis

The charitable company reported a cash outflow of £118,503 for the year.

The Trustees are of the view that this is within the parameters set in the annual budget and in line with the charity's strategy of investing in skills and modern production machinery in support of its beneficiary growth aspirations.

At the time of approving the financial statements, 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 financial statements.

Income

Income is recognised when the charity has entitlement to the funds and that any performance conditions attached to the item(s) of income have been met.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised but their contribution acknowledged in other publications and communications.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work, for specific projects or for work in particular geographies and/or for work with particular groups of people.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of fundraising
- Expenditure on charitable activities includes the costs of the development and manufacture of custom equipment and small batch produced products; the delivery of specialist equipment related services; the development and manufacture of inclusive sports equipment; the provision of an expert helpline; the provision of student placements, educational materials, resources and events; and digital outreach, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

Operating leases

The charity classifies the lease of equipment (e.g. photocopiers) as operating leases; the title to the equipment remains with the lessor and the equipment is generally replaced every 3 to 5 years.

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.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land	No depreciation
Buildings	2% on fair value
Plant, equipment and tools	10-33% on cost
Motor vehicles	25% on cost

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses within the SOFA and accumulated in reserves.

Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises cost of goods that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the SOFA. Reversals of impairment losses are also recognised in the SOFA.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

1. Accounting policies – continued

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

All employees of the charity were entitled to join the charity's defined contribution pension scheme (after 3 months' employment) which is funded by contributions from employee and employer. Members of the scheme may also contribute Additional Voluntary Contributions which are funded by the employee alone. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

The employer's contributions made to pension schemes in 2022 were £12,792 (2021: £12,306) with an employer's contribution rate of 5% of pensionable pay and an employee's contribution of 5% of pensionable pay. The charity acts as agent in collecting and paying over employee pension contributions. Some members of staff were auto-enrolled into the company scheme (a qualifying scheme) at the statutory rate of at least 3%.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The Charity holds only basic financial instruments. These are initially recognised at transition value and subsequently measured at their settlement value.

Critical accounting estimates and judgements

In the application of the Charitable Company'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.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

	2022	2021
2. Donations and legacies	£	£
Donations	307,986	359,689
	307,986	359,689

The income from donations was £307,986 (2021: £359,689) of which £278,748 was unrestricted (2021: £349,701) and £29,238 restricted (2021: 9,988).

	2022	2021
3. Charitable activities	£	£
Inclusive sports equipment	14,728	16,222
Donated specialist equipment	507	17
DEMAND's own products	5,630	8,484
	20,865	24,723

	2022	2021
4. Other trading activities	£	£
Other trade revenue	-	1,477
	-	1,477

	2022	2021
5. Investment income	£	£
Interest received gross	1,075	15
	1,075	15

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

	2022	2021
	£	£
6. Other income		
Surplus on disposal of tangible assets	3,451	3,708
Government grant	-	65,933
	3,451	69,641
	3,451	69,641

During the year we received £NIL (2021: £65,933) in grants from the government's furlough scheme set up to help business and charities survive the Covid19 pandemic

	2022	2021
	£	£
7. Expenditure on raising funds		
Fundraising	41,402	37,491
	41,402	37,491
	41,402	37,491

Expenditure on fundraising activities was £41,402 (2021: £37,491) of which £41,402 was unrestricted (2021: £37,491) and £NIL was restricted (2021: £NIL).

In addition to directly attributable fundraising costs, expenditure on fundraising includes a total of £146 (2021: £158) of allocated governance costs, of which £146 (2021: £158) was unrestricted, and £Nil (2021: £Nil) was restricted.

There were also £596 (2021: £674) of total allocated support costs, of which £596 (2021: £674) was unrestricted, and £NIL (2021: £NIL) was restricted.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

8. Analysis of expenditure on charitable activities

Key to activity headings

[CE] Custom equipment **[ODP]** Other DEMAND products

[SRM] Specialist equipment repair

[ISE] Inclusive sports equipment **[E&O]** Education and outreach **[HL]** Helpline **[SS]** Student support

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2022
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	150,375	52,018	145	20,467	943	11,906	17,668	253,522
Marketing	8,295	10,549	1,376	3,461	-	539	1,876	26,096
Premises	13,587	6,287	2	1,048	-	419	2,095	23,438
Depreciation	3,296	-	-	-	-	-	-	3,296
Governance	11,341	15,899	2	2,142	-	857	1,211	31,452
Support costs	6,092	15,785	2	2,915	2,053	688	1,750	29,285
Total	192,986	100,538	1,527	30,033	2,996	14,409	24,600	367,089

Expenditure on charitable activities was £367,089 (2021: £369,115) of which £336,698 was unrestricted (2021: £344,519) and £30,391 was restricted (2021: £24,596). See below for the analysis of expenditure on charitable activities for the previous year (2021).

Analysis of expenditure on charitable activities for the previous year (2021)

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2021
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	161,801	49,237	207	24,399	504	12,383	16,181	264,712
Marketing	9,816	11,179	107	3,487	-	568	2,085	27,242
Premises	6,107	4,146	1	691	-	276	1,382	12,603
Depreciation Premises	-	-	-	-	-	-	-	-
Depreciation	2,053	-	-	-	-	-	-	2,053
Governance	10,312	15,494	2	2,031	-	811	1,170	29,820
Support costs	6,633	14,785	2,931	3,278	2,343	765	1,950	32,685
Total	196,722	94,841	3,248	33,886	2,847	14,803	22,768	369,115

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

9. Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the seven key charitable activities undertaken (see note 8) in the year.

Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Basis of apportionment	General support	Governance	Total 2022
		£	£	£
Trustee meetings	Actual Cost	-	370	370
Trustee Recruitment	Actual Cost	-	400	400
Salaries and related costs	Allocated on time	21,197	18,708	39,905
Audit fees	Governance	-	9,900	9,900
Legal and professional	Governance	-	1,134	1,134
Insurances	Governance	-	1,077	1,077
General office	Pro rata staff full time equivalents	8,684	9	8,693
Total		29,881	31,598	61,479

	Fundraising	Charitable activities	Total 2022
	£	£	£
General Support	596	29,285	29,881
Governance	146	31,452	31,598
Total	742	60,737	61,479

Analysis of governance and support costs – previous year (2021)

	Basis of apportionment	General support	Governance	Total 2021
		£	£	£
Trustee meetings	Actual Cost	-	193	193
Trustee Recruitment	Actual Cost	-	850	850
Salaries and related costs	Allocated on time	23,850	20,135	43,985
Audit fees	Governance	-	7,325	7,325
Legal and professional	Governance	-	461	461
Insurances	Governance	-	1,014	1,014
General office	Pro rata full time equiv.	9,509	-	9,509
Total		33,359	29,978	63,337

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

9. Analysis of governance and support costs – previous year (2021) – continued

	Fundraising	Charitable activities	Total 2021
	£	£	£
General Support	674	32,685	33,359
Governance	158	29,820	29,978
Total	832	62,505	63,337

	2022	2021
	£	£
10. Net income /(expenditure) for the year		
Net resources are stated after charging:		
Auditors' remuneration	9,000	7,325
Depreciation – owned assets	3,297	2,053

11. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

The cost to the charity of indemnity insurance relating to the Trustees for the year amounted to £885 (2021: £832).

Trustees' expenses

One trustee was reimbursed for travelling expenses totalling £288 (2021: £192) in the year ended 31 December 2022.

Trustee recruitment expenses totalling £400 (2021: £NIL) were met during the year ended 31 December 2022.

The charity also met the expense of providing refreshments for Trustee meetings. For the year ended 31 December 2022 these expenses totalled £82 (2021: £NIL).

	2022	2021
	£	£
12. Staff costs		
Salaries and wages	273,447	279,368
Social security costs	25,433	26,022
Pension costs	12,793	12,306
	311,673	317,696

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

12. Staff costs - continued

The average monthly head count was 7 staff (2021: 7 staff)

	2022	2021
Production staff	5	5
Fundraising	0	0
Management and administration	1	1
Marketing	1	1
	7	7

The number of employees whose emoluments fell within the following bands was:

	2022	2021
£70,001 - £80,000	1	1
	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows;

	2022	2021
	£	£
Gross salaries	122,020	134,299
Company pension contributions	5,501	5,152
Aggregate compensation	127,521	139,451

13. Related party transactions

£1,212 was paid to appMotivate, a web applications and IT support Company owned by Peter Evans, a brother of the Chief Executive, Gary Evans (2021: £645).

14. Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

15. Tangible fixed assets

	*Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2022 £
Cost (* or valuation at fair value)				
At 1 January 2022	979,500	143,727	10,990	1,134,217
Additions	-	-	-	-
Disposals written back	-	(40,173)	-	(40,173)
Revaluation	-	-	-	-
At 31 December 2022	<u>979,500</u>	<u>103,554</u>	<u>10,990</u>	<u>1,094,044</u>
Depreciation				
At 1 January 2022	-	135,722	10,989	146,711
Charge for year	1	3,296	-	3,297
Eliminated on Disposal written back	-	(40,173)	-	(40,173)
At 31 December 2022	<u>1</u>	<u>98,845</u>	<u>10,989</u>	<u>109,835</u>
Net book value				
At 31 December 2022	<u>979,499</u>	<u>4,709</u>	<u>1</u>	<u>984,209</u>
At 31 December 2021	<u>979,500</u>	<u>8,005</u>	<u>1</u>	<u>987,506</u>

The property was last revalued in December 2017 by professional valuers, Brasier Freeth Chartered Surveyors.

At 31st December 2022, the property value was the amount agreed on exchange of contracts to sell.

If revalued assets were stated on an historical cost basis rather than a fair value basis, at 31st December 2022 the cost would have been £499,634 (2021: £499,634), accumulated depreciation would have been £NIL (2021: £Nil) and the carrying value would have been £499,634 (2021: £499,634).

The closing net book value represents fixed assets used for:

	Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2022 £
Direct charitable purposes	881,549	4,709	1	886,259
Management and administrative purposes	97,950	-	-	97,950
	<u>979,499</u>	<u>4,709</u>	<u>1</u>	<u>984,209</u>

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

16. Fixed asset investments

	Shares in group undertakings
	2022
Market value	£
At 1 January 2022 and 31 December 2022	1
Net book value	
At 31 December 2022	1
At 31 December 2021	1

There were no investments outside the UK.

The charitable company's investments at the balance sheet date in the share capital of companies include the following:

Demand SRM Limited – registered in England and Wales under number 07352263

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

17. Debtors

	2022	2021
	£	£
Trade debtors	1,500	1,350
Other debtors	21,420	12,723
Prepayments and accrued income	4,311	3,799
	27,231	17,872

18. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	5,264	2,119
Accruals and deferred income	59,403	100,106
Taxation and social security costs	14,729	8,814
Other creditors	197,175	199,809
	276,571	310,848

Deferred income of £47,614 (2021: £54,852) included in accruals and deferred income represents restricted donations received in advance.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

19. Analysis of charitable funds

Analysis of movements in unrestricted funds

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 22				31 Dec 22
	£	£	£	£	£
General Fund	333,907	304,139	(378,100)	-	259,946
Designated Fund	39,736	-	-	-	39,736
	373,643	304,139	(378,100)	-	299,682

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

Designated development fund in support of the charity's beneficiary growth plan.

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 22				31 Dec 22
	£	£	£	£	£
Restricted funds					
Building fund	979,499	-	-	-	979,499
Plant and machinery fund	4,514	2,467	(3,720)	-	3,261
Workshop fund	2,715	18,428	(18,428)	-	2,715
Education & outreach fund	-	8,343	(8,243)	-	100
Motor vehicle Fund	3,816	-	-	-	3,816
	990,544	29,238	(30,391)	-	989,391
Total Funds	1,364,187	333,377	(408,491)	-	1,289,073

Building fund

The Building fund was established to provide for the purchase of the freehold building to house the charity due to the closure of Napsbury Hospital, from which it formerly rented premises.

Included in the Building Fund is a revaluation reserve and the balance at the Balance Sheet date was £479,660 (2021: £479,660).

Plant and machinery fund

The Plant and machinery Fund was established for the purchase of a vacuum moulding machine to enable the charity to mould large pieces of equipment for those with disabilities.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

19. Analysis of charitable funds - continued

Designated development fund	The Designated development fund was established in 2014 to fund investment in skills and equipment which would increase the charity's resilience, efficiency, and capabilities to meet the challenges of the charity's beneficiary growth plan.
Education and outreach fund	The Education and outreach fund was established in 2014 to extend Demand's work with schools and Universities to increase awareness of the needs of disabled people, to promote best practice in assistive equipment design and to promote inclusivity in product design.
Workshop fund	The Workshop fund was established to hold funds given to carry out our work delivering equipment to our beneficiaries with a restriction attached (for example: a restriction relating to a specific condition, age group or geography).
Motor vehicle fund	The Motor vehicle fund was established to hold funds given to purchase, operate, and maintain charity vehicles.

Analysis of Net Assets by fund

Fund balances at 31st December 2022 are represented by:

	Unrestricted	Restricted	Total
	£	£	£
Tangible assets	1	984,208	984,209
Investments	1	-	1
Net current assets	299,680	5,183	304,863
Total	299,682	989,391	1,289,073

20. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2022	2021
	£	£
Contributions payable by the company for the year	12,793	12,306

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2022

21. Limited liability status

The charitable company is limited by guarantee and has no share capital. Every member guarantees that, if the charity is dissolved while he or she remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	Total	Total
	£	£
Net movement in funds	(75,114)	48,939
Add back depreciation charge	3,297	2,053
Deduct interest income from investing activities	(1,075)	(15)
Deduct net proceeds from the sale of fixed assets	(3,451)	(3,708)
Decrease / (Increase) in stock	(3,050)	5,618
Decrease / (Increase) in debtors	(9,359)	4,305
Increase / (Decrease) in creditors	(34,277)	40,731
Net cash used in operating activities	(123,029)	97,923

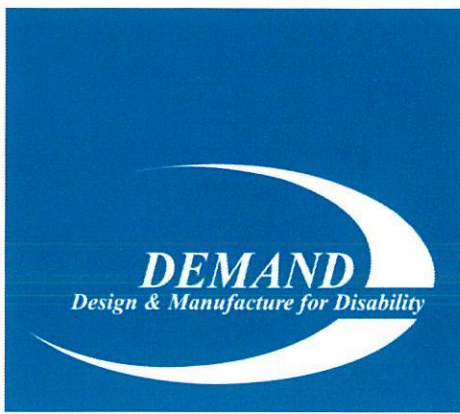
23. Analysis of changes in net funds

	01 Jan 2022	Cash Flows	31 Dec 2022
	£	£	£
Cash at bank and in hand	666,654	(118,503)	548,151

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales - Charity number 1008128

Accounts



**DEMAND DESIGN AND MANUFACTURE FOR
DISABILITY**

(A Company Limited By Guarantee)

**Annual Report
And Financial Statements
For
Year Ended 31 December 2021**

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Reference and administrative details for the year ended 31 December 2021

Status	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 st July 1980 and incorporated on 17 th December 1991.
Governing Document	<p>The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.</p> <p>In 2010 a trading subsidiary (DEMAND SRM Ltd) was established and which remains dormant.</p>
Company Registration Number	2671913 (England & Wales)
Charity Registration Number	1008128 (England & Wales)
Registered Office and Principal Office	The Old Chapel, Mallard Road Abbots Langley, WD5 0GQ
Trustees	Victoria Lyons (Appointed 19/07/2021) Robert Mankin (Resigned 29/07/2021) Thomas Mercer Andrew Parsons (Appointed 28/04/2022) John Plunkett (Appointed 28/04/2022) The Hon. Clare Renton Anthony Soothill Katherine White Russell Willcox
Honorary Officer	Anthony Soothill (Chair)
Principal Staff	Gary Evans (Chief Executive)
Company Secretary	Frances Evans
Bankers	Barclays Bank PLC, 137 Ladbroke Grove, London W11 1PT
Legal Advisors	Sherrards Solicitors LLP 4 Beaconsfield Rd, St Albans AL1 3RD
Independent Auditors	Gerald Edelman LLP Chartered Accountants 73 Cornhill, London EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

Our purposes and activities

The objects of the charity are stated as:

The relief of disabled, handicapped or infirm persons and in particular;

- to support people studying the design and making of furniture and equipment (including play equipment) for disabled people and to design and make such furniture and equipment
- to promote research into the needs of disabled people in the construction, adaptability and use of furniture or equipment to make such furniture and equipment and to publish the useful results of all such research

In its current context this means helping people to overcome barriers to independence, inclusion and participation, and we do this by;

- designing, modifying, repurposing and manufacturing equipment for disabled people to help them live life their way,
- providing educational support in the form of mentoring, coaching and industrial placements to school age and undergraduate students, and
- advancing the knowledge and awareness of individuals and the public generally of the needs, requirements and challenges of disabled people

The vision that guides our day-to-day activities is of a world in which all people are valued and are enabled to live life their way with dignity and without discrimination.

In shaping our objectives and planning our activities for the year, the Trustees have considered the Charity Commission's guidance on public benefit;

- The public benefit requirement (PB1)
- Public benefit: running a charity (PB2)
- Public benefit: reporting (PB3)

The strategies employed to achieve the charity's aims and objectives are:

- a) To offer a sign-posting service which helps people find equipment solutions quickly
- b) To create, and make available, facilities, systems, platforms and processes for knowledge sharing, and to facilitate knowledge sharing
- c) To continuously develop our Original Equipment Design and Manufacturing (OEDM) capabilities
- d) To strengthen and increase the long-term resilience of the charity; culturally, financially and operationally

Putting these strategies into action we have 7 main areas of activity which are:

- a) Custom equipment design and manufacture
- b) New product design, development, and manufacture
- c) Inclusive sports equipment
- d) Online tools
- e) Student Support
- f) Sign-posting service / helpdesk
- g) Pre-owned disability equipment redistribution and sales

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

Custom equipment design and manufacture

The modification of standard equipment and the design and manufacture of custom equipment is at the heart of our work. DEMAND is now the only charity in the UK which has dedicated, full time, expert designers and makers able to meet people's needs when mainstream products fall short.

The projects we undertake meet the needs of people of all ages and range and range in complexity from the deceptively simple (e.g., a grabbing tool) to the complex (e.g., a fully articulating, fold-away artists' easel for people with impaired motor control). Projects vary in cost from a few hundred to many thousands of pounds and may take anything from a few days to many months to complete. It is in working on such projects that our placement and work experience students get to understand the meaning and practice of user-centred design, inclusive design, and design for disability.

New product design, development, and manufacture ('One to Many')

The promotion of our work online and on social media platforms will often reveal a wider unmet need for our custom equipment which would remain so if left to commercial manufacturers to develop the designs for production. The market for products like those designed by the team at DEMAND is relatively small and so it is generally uneconomic for mainstream manufacturers to pick up and run with these products on a commercial scale. Many innovative products never see the light of day because of this.

It is because of this that we have adopted an 'always design for production' philosophy for all our custom projects. Through working closely with users, thoughtful design, comprehensive modelling, and detailed documentation, it has become much easier and affordable to make that original one-off available to many; the research and development cost being written off against that original project work. Products currently available through the charity's online shop include Freasel (an articulated artists' easel), the Sensory Shell Chair (for young people with sensory processing disorders such as autism to help them make sense of their world by limiting environmental stimuli), Floor sitters, and musical instrument stands. In 2022 the product portfolio will be expanded to include a therapy balance board and a wheelchair accessible play kitchen.

Inclusive sports equipment

Initially developed to meet the needs of a custom equipment client, our popular range of Boccia Ramps already provides sporting and social opportunities for people on every continent (except Antarctica). Sports clubs, youth clubs, community groups, schools and latterly, care homes seniors, have access to a truly inclusive sport by investing in our low cost, entry-level 'Lite' model and at the top end of the range the Nova - a full international competition class ramp suitable for the full range of players.

Online tools

We develop and support www.cracked-it.org which is an on-line platform designed to connect people with equipment needs and challenges to a global community of designers, engineers, and makers. In addition, cracked-it.org provides a platform on which we share designs for custom equipment which are made available under open license, allowing many more people to help themselves and to help others wherever they are in the world.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

Student Support

We have welcomed school age and undergraduate students into our workshops for many years and during 2021 we had 2 university students on industrial placements. The charity benefits enormously from their energy, enthusiasm, and contribution; working with energetic and creative people always stimulates new and different thinking within the organisation which has driven change in working methods and spawned several interesting products.

“I can’t thank you enough for giving me this opportunity. It is safe to say it has been one of the hardest years of my life for lots of reasons, but it has given me experience like no other.” – *Charlie Fish, Loughborough University*

It is always a delight to witness the impact our students have when our client’s are moved to provide feedback;

“Just want to say thank you for everything. I have literally been waiting years for something like this and you have finally made me feel like there’s an end to my struggles You have allowed me to reach and open a window for the first time which I haven’t done before.”

We also provide practical advice to students working on their own design for disability projects where the valuable and rare insights of our skilled team are much sought after.

Helpline

In many cases, enquirers’ needs can be addressed with products and services already available on the open market; if only they could be found easily. Sometimes it is just a case of knowing the right question to ask whilst at other times some lateral and creative thinking is required to pinpoint an ideal solution. In 2021, 30 families were helped in this way.

Disability equipment re-use

A useful income stream for the charity, the salvaging and resale of pre-owned disability equipment provides people with highly affordable (often for as little as 10% of the original retail price) and safe equipment which they might otherwise not be able to access (and which would inevitably end up in landfill). In 2021 this area of endeavour was dormant as our focus turned to product development.

Performance and achievements

Whilst we have not escaped the frustrations and challenges wrought by the many and regularly changing restrictions that have accompanied the on-going Covid-19 pandemic, we were, following comprehensive risk assessments and a great deal of adaptation of our working practices, able to restore our services to near normal from April onwards.

Being pragmatic, we recognised early that our best strategy in the short term was to continue to focus on product development (taking bespoke projects and developing them for the benefit of many), and on the more urgent custom equipment projects which were stalled because of pandemic induced restrictions.

We are a small team, and whilst it pains us not to be able to satisfy all the demands placed upon us, we continuously review our working methods and processes in our quest to be as

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

productive and effective as possible. Several Trusts have provided funding to help us move much of our infrastructure into the cloud, and next year will see the charity adopt voice over IP as its telephony standard which will enable the team to be as location independent as possible.

Our search for high quality, and big-hearted, commercial outsourcing partners is bearing fruit with the result that our Boccia Lite and Pro-X production has been significantly enhanced. We retain the capability to manufacture these products in-house should the need arise but it is a far better use of everyone's time to be able to shift our bandwidth to focus more on design and make projects rather than repetitive manufacturing.

It is always heartening, then, to get positive feedback for our work and products, and to be able to remind ourselves that our 'day-to-day' makes as much of a difference to people as always;

"George loves the Freasel and has been enjoying working on a larger scale. We've found it easy to set it up for him to use in any of his chairs. It's helping George enormously" - *George's mum, Jane*

"Oh boy I wish you had been with us today in the art therapy group ... SJ tried out the Freasel and I can't express enough the joy. He was able to make work alone for the first time ever ...we were all close to tears" - *Carina*

Key Performance Indicators

We focused most of our efforts during the year on product development and the backlog of bespoke equipment projects which has built up over the past 18 months.

569 people benefited from the services and products we were able to deliver.

Total revenue for the 12 months to 31st December was £455,545 which was marginally down on the previous year total of £455,853.

Expenditure for the year amounted to £406,606 which was 2.8% less than in 2020 (£418,236).

The charity therefore realised a surplus in the year of £48,939. This was higher than budget and largely attributable to lower staff costs, and lower operational expenses (both directly attributable to the Covid 19 pandemic). We are grateful for HM Government support which has allowed us to retain key expert service delivery staff although saddened to have had to trim the team overall.

Forward cover, calculated on the average monthly budgeted monthly future expense against unrestricted funds stood at 8.3 months at the year-end which is in line with our current policy (3 to 12 months).

Future plans

Following a strategy review in July 2021, the trustees affirmed their commitment to making sure that the experience we have built up, and the learnings we have taken over our 40 years' of operations, are shared with as many people as possible. In addition to our student placement and regular work experience programme, our plan, over and above designing and making more great stuff for disabled people, is to leverage the knowledge we have gained in solving

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

real world challenges for people, to providing and facilitating greater access to, and participation in, the art and craft of making.

The building blocks of our future plans are:

Co-operation

Using our connections and expertise to help more people directly through more collaborations with designers, engineers and makers everywhere as well as virtually by creating open-source designs to help others help themselves and to help others.

Capability

Investing in people and technologies to improve our ability to offer increasingly advanced solutions which remove barriers to inclusion, participation, and independence. Additive manufacturing ('3D printing'), for example, has been a terrific asset in helping us iterate ideas and designs more quickly, and digital machine tools have greatly improved our production capability.

Community

We have always provided a service to anyone in need without prejudice and continue to look for ways to better engage the wider community. We will expand and develop our facilities and create an exemplarily accessible and open makerspace designed and configured to give disabled users the best possible access to the tools (digital and traditional) and support they need with which to explore their creativity and to learn new skills around making in an increasingly digital world. We are investing in all things digital, especially audience building, to make sure we have the strong support we need to realise this vision,

Championing

Better design for all. We will do this by encouraging and nurturing design and engineering talent for social good. Education has always been a cornerstone of DEMAND's work and we will continue to give young people setting out on their careers a unique insight into, and practical experience of, design and manufacture for disability through work experience, student placements, design briefs and events.

Principal risks and uncertainties

The major risks and opportunities facing the charitable company are periodically reviewed as part of the business planning and budgeting process. The Trustees confirm that all major risks have been reviewed and systems and processes have been established to mitigate and manage those risks.

The Trustees have a risk management strategy which comprises:

- periodic review of the principal risks and uncertainties that the charity faces
- the establishment of policies, systems and procedures to mitigate those risks identified in the review
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the primary risk for the charity. Key elements in the management of financial risk are general prudence, tight cash control,

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

diversification of income streams, a focus on quick decision making, raising unrestricted funds, regular review of available liquid funds, to settle debts as they fall due, and the proactive management of trade debtors and creditors balances to ensure sufficient working capital.

We are living with the consequences of the UK's exit from the EU. Shipments of products into EU states are swathed in paperwork and subject to unwelcome delays when passing through various countries customs procedures. Shipments to Portugal have proved particularly problematic. We have yet to see any benefit from any newly negotiated trade agreements.

The long tail of the Covid-19 pandemic will undoubtedly continue to challenge our ingenuity in getting the job done over the next 12 months and our learnings to date have proved invaluable in helping us reshape our service delivery. Much publicised shortages of oil and gas caused by global economic reawakening are already causing increases in raw material and energy costs which will have a negative material effect on the charity's budget in 2022 and beyond. Supply chains continue to be strained.

At the time of writing, the risks associated with armed conflict in other parts of the world are real and immediate. Trusts and Foundations, hitherto the bedrock of our income, will undoubtedly be under great pressure to increase their help for organisations providing humanitarian and medical support in places of conflict. It is for these very eventualities that we continue to seek to diversify our income generation and thereby improve our long term resilience.

Attention is continuously given to non-financial risks relating to fire, the health, safety and general safeguarding of volunteers, staff, and clients and, in the clients' case, from product defects or failure. These risks are managed by ensuring accreditations are up to date, having robust systems, policies, and procedures, backed up with regular training for staff.

All custom equipment projects are subject to comprehensive and multiple risk assessments, pre-delivery testing and follow-ups; all essential in fulfilling our obligations as a MHRA Class 1 medical device manufacturer.

Data protection

The charity ensures that its data management policies, procedures and systems are wholly compliant with the General Data Protection Regulations and the six key principles therein, which are;

That personal data is

- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
- c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;
- e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2021

- may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and
- f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

On behalf of the board:



Anthony Soothill
Chair of Trustees

19 May 2022

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2021

The Trustees are pleased to present their Annual Report together with the financial statements of the charity for the year ending 31 December 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 2019).

Chair's summary

Having weathered the worst of the pandemic we are now in reasonably clear water (although still expecting it to be choppy from time to time). The team has put considerable effort into reshaping the charity's infrastructure and working practices to enable us to be able to flex and adapt as things change.

Having had to put many projects on hold because of working and social restrictions it is heartening to witness the workshop abuzz once more as the team works its way through the backlog, and rebuild our stocks of Boccia ramps, Freasels, and Sensory Shell Chairs

The number of enquiries for custom equipment significantly increased in the last third of the year and have continued strongly into the new year which speaks strongly to the truth that despite myriad technology advances, it is still the case that 'one-size-fits-all' mainstream disability equipment often fails to meet the unique needs of people who often have multiple impairments and complicating health conditions. DEMAND is now the only charity in the UK which has dedicated, full time, expert designers, and makers, and comprehensively equipped workshops capable of meeting people's needs when mainstream products fall short.

We are still searching for bigger, more flexible premises which will allow us to further develop our current portfolio of work as well as accommodating our long anticipated open-access workshop whose purpose will be to give people of every ability the resources, space and support they need to explore their creativity, develop ideas, nurture business opportunities, and to learn and share valuable skills within a vibrant, supportive, creative, and inclusive community.

This is without doubt a transformative moment in the charity's history. Managing the metamorphosis of DEMAND from being a niche 'design and manufacturing house' into an open creative community will present us with many challenges and multiple times as many opportunities to broaden and deepen our impact. These are exciting and energising times!

I am delighted that Victoria Lyons, Andy Parsons and John Plunkett have joined the Board of Trustees, increasing our bench strength and bringing with them a wealth of knowledge and understanding of learning disability, health, social leadership, facilities management, and transformation, as well as boundless enthusiasm for our plans.

Our achievements, and the realisation of our future plans, are only possible with the continued backing of the many Trust and Foundations, businesses (both local and global), community groups, and individuals up and down the country who support us financially, materially and in kind.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2021

On behalf of the Trustees, I would like to thank the team, our clients, our donors and supporters who make it possible for more disabled people to live life their way. I also understand that the work we do can, for some, be difficult to visualise, so, lockdowns, social distancing, and travel restrictions willing, we'd love for you to visit us to meet the team and to learn more about our work.

Public benefit

The primary focus of our work is to provide and make accessible equipment that improves the day-to-day living, opportunity or recovery of people living with disability, impairment or infirmity, regardless of age or personal circumstance. Our services are provided without prejudice and address unmet needs.

Throughout 2021 we provided the following services:

- The design, manufacture and modification of equipment to solve everyday living, work, mobility and recovery challenges for disabled people whether their disability is permanent or temporary
- The design, manufacture and modification of equipment to aid therapy and recovery from injury
- The design, manufacture and modification of equipment that provide enhanced opportunity for disabled people to participate in leisure, sporting, fitness, travel, cultural and artistic activities
- The recycling, redistribution and resale of used disability equipment
- A helpline, available to all at no cost to users, which provides advice to users, carers, teachers and health professionals on sources of specialist equipment
- The provision of educational placements for design and engineering graduates
- The provision of work experience opportunities for year 12 and 13 students
- The provision of project mentoring to Product Design undergraduates and school students
- The sharing of designs under open license to assist others in their endeavours to help disabled people through cracked-it.org

Ensuring our work delivers our aims

We review our goals and key supporting strategies regularly in the context of longer term three or five-year plans. The activities and projects which support each strategy in the context of public benefit are reviewed by the Trustees regularly and periodically.

Looking forward – Objectives for 2022

In line with the charity's vision and mission, our major objectives are:

1. To provide products and services which enhance disabled people's ability to be more independent, to actively participate in and contribute to their community and to access opportunities for learning, work, creativity and social engagement.
2. To develop services, globally accessible where possible, which connect, inspire and motivate designers, makers and engineers to play an active part in developing better equipment solutions for disabled people.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2021

3. To develop new products and services, in line with our core purpose, which improve the charity's resilience and capabilities, technically, financially and culturally.
4. To grow sustainable voluntary income, primarily unrestricted in nature, in order to achieve our goals.
5. To continue to raise our profile and reputation.
6. To Invest in and optimise the potential of our people through the introduction and adoption of new systems, processes and methods that add value to our operation and which support innovation throughout.

Reserves policy

The reserves policy is to maintain forward cover of between 3 and 12 months. This policy was re-affirmed at the December 2021 Board Meeting and is designed to ensure we can continue to provide public benefit when subject to short term negative economic conditions, especially those affecting our major sources of donations.

Keeping an engineering operation open and effective means we have to be able to recruit and retain skilled technical staff and keep the means of production working which requires premises, heat, light and power.

We have calculated that the absolute minimum buffer the charity needs is 3 months but we ideally aim to maintain 6 to 12 months in order to

- Mitigate the risks associated with uncertainties associated with fundraising
- Mitigate the risks associated with the loss of and recruitment of key staff

Total unrestricted reserves at 31st December 2021 were £373,643 of which £39,736 remains designated to support the charity's development. The general fund therefore stands at £333,907, which is equivalent to approximately 8.3 months' expenditure at budgeted 2022 levels and which falls within our 3 to 12 month policy.

Restricted reserves at 31st December 2021 were £990,544 of which £983,315 was restricted to fixed assets held by the charity and an additional £7,229 available for projects tightly restricted by geography, age or disability or a combination of these.

Structure, Governance and Management

DEMAND is a charity and a Company Limited by Guarantee which is overseen by a Board of Trustees, currently numbering 8, who are also Directors under Company Law with no beneficial interest in the charity.

Directors of the Charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2021 was 6 (2020: 6).

The Trustees meet quarterly and determine the overall direction for the charity, the business and operating controls and measures of success. Day-to-day decision making is exercised by the Chief Executive, along with the Chief Finance Officer.

Pay policy for senior staff

The Board of Directors, who are the charity's Trustees, and the senior management team, are the key management personnel of the charity in charge of directing and controlling, running

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2021

and operating the charity on a day to day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 11 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in line with inflation should finances allow. In view of the nature of the charity, the directors benchmark against pay levels in small and medium engineering companies. If recruitment conditions demand, a market addition may also be paid.

Trustees

Trustees, and the only members of the Company, who served during the year and up to the date of this report were as follows:

- | | | |
|----------------------------|------------------|-------------------------|
| • Anthony Soothill (Chair) | • Thomas Mercer | • The Hon. Clare Renton |
| • Victoria Lyons | • Andrew Parsons | • Katherine White |
| • Robert Mankin | • John Plunkett | • Russell Willcox |

Board Sub-committees

In exceptional circumstances there is a Finance Sub-Committee (FSC) – consisting of up to 4, but no fewer than 3 Trustees and the senior management team – which has delegated authority to act on financial matters on behalf of the Board. The FSC commits to be available at short notice to enable swift decision making and action.

Recruitment and Appointment of New Trustees

New Trustees may be appointed by a decision of the existing Trustees. Following appointment, all new Trustees have an induction programme in order that they can properly undertake and fulfil their responsibilities to the charity.

Whilst there is no set length of term for Trustees' appointments, one third of the Trustees must present themselves for re-election by rotation at every Annual General Meeting (AGM) which is normally held in April every year. Retiring Trustees are eligible for re-appointment at the AGM by majority vote of a quorate board. Robert Mankin permanently retired from the Board of Trustees in July and Victoria Lyons was appointed in the same month.

Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles SORP
- Make judgements and estimates that are reasonable and prudent
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2021

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

Statement as to Disclosure of Information to Auditors

In so far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Going concern

Having reviewed the Charitable Company's financial forecasts and expected future cash flows, the Trustees have reasonable expectation that the Charitable Company has adequate resources to continue its operational existence for the foreseeable future. Thus the going concern basis has been adopted in preparing the financial statements for the year ended 31st December 2021.

On behalf of the board:



Anthony Soothill

Chair of Trustees

19 May 2022

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2021 (continued)

Opinion

We have audited the financial statements of Demand Design And Manufacture For Disability (the 'company') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report 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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2021 (continued)

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.

Matters on which we are required to report by exception

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 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

Responsibilities of trustees

As explained more fully in the statement of Trustees' responsibilities, the trustees, who are also the directors of the company 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)**

**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2021 (continued)**

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.

We planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements resulting from irregularities, fraud or non-compliance with law or regulations.

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquiring of management of whether they are aware of any non-compliance with laws and regulations.
- Enquiring of management whether they have knowledge of any actual, suspected or alleged fraud.
- Enquiring of management their internal controls established to mitigate risk related to fraud or non-compliance with laws and regulations.
- Discussions amongst the engagement team on how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in posting of unusual journals.
- Obtaining understanding of the legal and regulatory framework the company operates in focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, tax legislation, employment law and, Health and Safety.

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

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Audited the risk of management override of controls, including through testing journal entries for appropriateness.

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

- Agreeing financial statements disclosures to underlying supporting documentation.
- Enquiring of management as to actual and potential litigation claims.

The test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, mean that there is an unavoidable risk that even some material misstatements in respect of irregularities may remain undiscovered even though the audit is properly planned and performed in accordance with ISAs (UK). Furthermore, the more removed that laws and regulations are from financial transactions, the less likely that we would become aware of non-compliance. Our examination should therefore not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance that might exist. The responsibility for safeguarding the assets of the charitable company and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with the Trustees.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)
Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2021 (continued)

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.

Use of our report

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Engin Zekia

Engin Zekia FCA (Senior Statutory Auditor)

19 May 2022

for and on behalf of Gerald Edelman LLP

Chartered Accountants
Statutory Auditor

73 Cornhill
London
EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Financial Activities (including Income and Expenditure Account)
for year ending 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Income:					
Donations and Legacies	2	349,701	9,988	359,689	339,176
Charitable Activities	3	24,723	-	24,723	10,419
Other Trading Activities	4	1,477	-	1,477	1,128
Investments	5	15	-	15	1
Other	6	69,641	-	69,641	105,129
Total income		445,557	9,988	455,545	455,853
Expenditure:					
Fundraising	7	37,491	-	37,491	85,089
Charitable activities	8	344,519	24,596	369,115	333,147
Total expenditure		382,010	24,596	406,606	418,236
Net income / (expenditure) and net movement in funds for the year		63,547	(14,608)	48,939	37,617
Other recognised gains/(losses):					
Gains on revaluation of fixed assets		-	251,450	251,450	-
Net Movement in funds		63,547	236,842	300,389	37,617
Reconciliation of funds:					
Total funds brought forward		310,096	753,702	1,063,798	1,026,181
Total funds carried forward		373,643	990,544	1,364,187	1,063,798

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

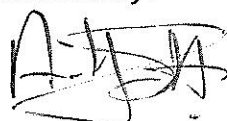
The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Balance Sheet
for year ending 31 December 2021

	Notes	2021 Total funds £	2020 Prior year funds £
Fixed assets:			
Tangible assets	15	987,506	729,278
Investments	16	1	1
Total fixed assets		987,507	729,279
Current assets:			
Stocks		3,002	8,620
Debtors	17	17,872	22,177
Cash at bank and in hand		666,654	378,339
Total current assets		687,528	409,136
Liabilities:			
Creditors: Amounts falling due within one year	18	(310,848)	(74,617)
Net current assets		376,680	334,519
Total assets less current liabilities		1,364,187	1,063,798
Net assets		1,364,187	1,063,798
The funds of the charity:			
Unrestricted funds	19	333,907	270,360
Designated development fund		39,736	39,736
Restricted income funds		990,544	753,702
TOTAL FUNDS		1,364,187	1,063,798

These financial statements have been prepared in accordance with the Companies Act 2006 relating to Charitable Companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102))

The financial statements were approved by the Board of Trustees on 9 May 2022 and were signed on its behalf by:



Anthony Soothill

Chair of Trustees

19 May 2022

Registered Company Number: 02671913

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Cash Flows
for year ending 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Cash used in operating activities	22	92,505	5,418	97,923	73,396
Interest income		15	-	15	-
Deposit paid re Sale of Old Chapel		195,500	-	195,500	-
Proceeds from the sale of fixed assets		3,708	(8,831)	(5,123)	-
Cash provided by (used in) investing activities		199,223	(8,831)	190,392	-
Increase (decrease) in cash and cash equivalents in the year		291,728	(3,413)	288,315	73,396
Cash and cash equivalents at the beginning of the year		317,185	61,154	378,339	304,943
Total cash and cash equivalents at the end of the year		608,913	57,741	666,654	378,339

Included in restricted funds of £57,741 is £3,229 (2020: £3,229) of deferred income, restricted to a capital fund, and £51,623 (2020: £33,500) of deferred income restricted to future projects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

Notes on the accounts

1. Accounting policies

Charity information

DEMAND Design and Manufacture for Disability is a private Company limited by guarantee incorporated in England and Wales. The registered office is The Old Chapel, Mallard Road, Abbots Langley, Hertfordshire, WD5 0GQ.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in Sterling which is the functional currency of the Charitable Company and monetary amounts in these financial statements are rounded to the nearest £.

DEMAND Design and Manufacture for Disability meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Group financial statements have not been prepared as the subsidiary undertaking is dormant and any adjustment would be immaterial after consolidation.

Preparation of the accounts on a going concern basis

The charitable company reported a cash inflow of £88,315 for the year, of which £195,500 is a potentially repayable deposit on exchange for the sale of the Old Chapel.

The Trustees are of the view that this is within the parameters set in the annual budget and in line with the charity's strategy of investing in skills and modern production machinery in support of its beneficiary growth aspirations.

At the time of approving the financial statements, 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 financial statements.

Income

Income is recognised when the charity has entitlement to the funds and that any performance conditions attached to the item(s) of income have been met.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised but their contribution acknowledged in other publications and communications.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work, for specific projects or for work in particular geographies and/or for work with particular groups of people.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of fundraising
- Expenditure on charitable activities includes the costs of the development and manufacture of custom equipment and small batch produced products; the delivery of specialist equipment related services; the development and manufacture of inclusive sports equipment; the provision of an expert helpline; the provision of student placements, educational materials, resources and events; and digital outreach, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

Operating leases

The charity classifies the lease of equipment (e.g. photocopiers) as operating leases; the title to the equipment remains with the lessor and the equipment is generally replaced every 3 to 5 years.

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.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land	No depreciation
Buildings	2% on fair value
Plant, equipment and tools	10-33% on cost
Motor vehicles	25% on cost

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses within the SOFA and accumulated in reserves.

Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises cost of goods that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the SOFA. Reversals of impairment losses are also recognised in the SOFA.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

1. Accounting policies – continued

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

All employees of the charity were entitled to join the charity's defined contribution pension scheme (after 3 months' employment) which is funded by contributions from employee and employer. Members of the scheme may also contribute Additional Voluntary Contributions which are funded by the employee alone. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

The employer's contributions made to pension schemes in 2021 were £12,306 (2020: £17,250) with an employer's contribution rate of 5% of pensionable pay and an employee's contribution of 5% of pensionable pay. The charity acts as agent in collecting and paying over employee pension contributions. Some members of staff were auto-enrolled into the company scheme (a qualifying scheme) at the statutory rate of at least 3%.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The Charity holds only basic financial instruments. These are initially recognised at transition value and subsequently measured at their settlement value.

Critical accounting estimates and judgements

In the application of the Charitable Company'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.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

	2021	2020
	£	£
2. Donations and legacies		
Donations	359,689	339,176
	359,689	339,176
	359,689	339,176

The income from donations was £359,689 (2020: £339,176) of which £349,701 was unrestricted (2020: £339,176) and £9,988 restricted (2020: Nil).

	2021	2020
	£	£
3. Charitable activities		
Inclusive sports equipment	16,222	8,761
Donated specialist equipment	17	363
DEMAND's own products	8,484	1,295
	24,723	10,419
	24,723	10,419

	2021	2020
	£	£
4. Other trading activities		
Other trade revenue	1,477	1,128
	1,477	1,128
	1,477	1,128

	2021	2020
	£	£
5. Investment income		
Interest received gross	15	1
	15	1
	15	1

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

	2021	2020
6. Other income	£	£
Surplus on disposal of tangible assets	3,708	-
Government grant	65,933	105,129
	69,641	105,129

During the year we received £65,933 (2020: £105,129) in grants from the government's furlough scheme set up to help business and charities survive the Covid19 pandemic

	2021	2020
7. Expenditure on raising funds	£	£
Fundraising	37,491	85,089
	37,491	85,089

Expenditure on fundraising activities was £37,491 (2020: £85,089) of which £37,491 was unrestricted (2020: £85,089) and £NIL was restricted (2020: £NIL).

In addition to directly attributable fundraising costs, expenditure on fundraising includes a total of £158 (2020: £158) of allocated governance costs, of which £158 (2020: £158) was unrestricted, and £Nil (2020: £Nil) was restricted.

There were also £674 (2020: £1,124) of total allocated support costs, of which £674 (2020: £1,124) was unrestricted, and £NIL (2020: £NIL) was restricted.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

8. Analysis of expenditure on charitable activities

Key to activity headings

[CE] Custom equipment [ODP] Other DEMAND products

[SRM] Specialist equipment servicing, repair & refurbishment

[ISE] Inclusive sports equipment [E&O] Education and outreach [HL] Helpline [SS] Student support

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2021
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	161,801	49,237	207	24,399	504	12,383	16,181	264,712
Marketing	9,816	11,179	107	3,487	-	568	2,085	27,242
Premises	6,107	4,146	1	691	-	276	1,382	12,603
Depreciation Premises	-	-	-	-	-	-	-	-
Depreciation	2,053	-	-	-	-	-	-	2,053
Governance	10,312	15,494	2	2,031	-	811	1,170	29,820
Support costs	6,633	14,785	2,931	3,278	2,343	765	1,950	32,685
Total	196,722	94,841	3,248	33,886	2,847	14,803	22,768	369,115

Expenditure on charitable activities was £369,115 (2020: £333,147) of which £344,519 was unrestricted (2020: £331,533) and £24,596 was restricted (2020: -£1,614). See below for the analysis of expenditure on charitable activities for the previous year (2020).

Analysis of expenditure on charitable activities for the previous year (2020)

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2020
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	150,916	50,760	137	13,019	949	9,223	13,391	238,395
Marketing	7,241	7,358	1	2,299	316	366	816	18,397
Premises	5,335	5,795	1	724	-	290	967	13,112
Depreciation Premises	650	-	-	-	-	-	-	650
Depreciation	3,555	-	-	-	-	-	-	3,555
Governance	9,084	16,361	3,164	2,046	-	818	1,181	32,654
Support costs	4,355	12,956	2,455	2,621	1,963	590	1,444	26,384
Total	181,136	93,230	5,758	20,709	3,228	11,287	17,799	333,147

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

9. Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the seven key charitable activities undertaken (see note 8) in the year.

Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Basis of apportionment	General support	Governance	Total 2021
		£	£	£
Trustee meetings	Actual Cost	-	193	193
Trustee Recruitment	Actual Cost	-	850	850
Salaries and related costs	Allocated on time	23,850	20,135	43,985
Audit fees	Governance	-	7,325	7,325
Legal and professional	Governance	-	461	461
Insurances	Governance	-	1,014	1,014
General office	Pro rata staff full time equivalents	9,509	-	9,509
Total		33,359	29,978	63,337

	Fundraising	Charitable activities	Total 2021
	£	£	£
General Support	674	32,685	33,359
Governance	158	29,820	29,978
Total	832	62,505	63,337

Analysis of governance and support costs – previous year (2020)

	Basis of apportionment	General support	Governance	Total 2020
		£	£	£
Trustee meetings	Actual Cost	-	45	45
Salaries and related costs	Allocated on time	20,186	25,001	45,187
Audit fees	Governance	-	6,700	6,700
Legal and professional	Governance	-	61	61
Insurances	Governance	-	1,005	1,005
General office	Pro rata staff full time equivalents	7,322	-	7,322
Total		27,508	32,812	60,320

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

9. Analysis of governance and support costs – previous year (2020) – continued

	Fundraising	Charitable activities	Total 2020
	£	£	£
General Support	1,124	26,384	27,508
Governance	158	32,654	32,812
Total	1,282	59,038	60,320

	2021	2020
	£	£
10. Net income /(expenditure) for the year		
Net resources are stated after charging:		
Auditors' remuneration	7,325	6,700
Depreciation – owned assets	2,053	4,205

11. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

The cost to the charity of indemnity insurance relating to the Trustees for the year amounted to £832 (2020: £824).

Trustees' expenses

Two trustee's were reimbursed for travelling expenses totalling £192 (2020: £29) in the year ended 31 December 2021.

The charity also met the expense of providing refreshments for Trustee meetings. For the year ended 31 December 2021 these expenses totalled £NIL (2020: £9).

	2021	2020
	£	£
12. Staff costs		
Salaries and wages	279,368	306,172
Social security costs	26,022	27,446
Pension costs	12,306	17,250
	317,696	350,868

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

12. Staff costs – continued

The average monthly head count was 7 staff (2020: 8 staff)

	2021	2020
Production staff	5	5
Fundraising	0	1
Management and administration	1	1
Marketing	1	1
	7	8

The number of employees whose emoluments fell within the following bands was:

	2021	2020
£60,001 – £70,000	0	1
£70,001 – £80,000	1	0
	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows;

	2021	2020
	£	£
Gross salaries	134,299	113,560
Company pension contributions	5,152	8,282
Aggregate compensation	139,451	121,842

13. Related party transactions

£645 was paid to appMotivate, a web applications and IT support Company owned by Peter Evans, a brother of the Chief Executive, Gary Evans (2020: £414).

14. Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

15. Tangible fixed assets

	*Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2021 £
Cost (* or valuation at fair value)				
At 1 January 2021	730,000	134,896	29,813	894,709
Additions	-	8,831	-	8,831
Disposals written back	-	-	(18,823)	(18,823)
Revaluation	249,500	-	-	249,500
At 31 December 2021	<u>979,500</u>	<u>143,727</u>	<u>10,990</u>	<u>1,134,217</u>
Depreciation				
At 1 January 2021	1,950	133,669	29,812	165,431
Charge for year	-	2,053	-	2,053
Eliminated on Disposal written back	-	-	(18,823)	(18,823)
Written Back on Revaluation	(1,950)	-	-	(1,950)
At 31 December 2021	<u>-</u>	<u>135,722</u>	<u>10,989</u>	<u>146,711</u>
Net book value				
At 31 December 2021	<u>979,500</u>	<u>8,005</u>	<u>1</u>	<u>987,506</u>
At 31 December 2020	<u>728,050</u>	<u>1,227</u>	<u>1</u>	<u>729,278</u>

The property was last revalued in December 2017 by professional valuers, Brasier Freeth Chartered Surveyors.

At 31st December 2021, the property value was the amount agreed on exchange of contracts to sell.

If revalued assets were stated on an historical cost basis rather than a fair value basis, at 31st December 2021 the cost would have been £499,634 (2020: £499,634), accumulated depreciation would have been £NIL (2020: £Nil) and the carrying value would have been £499,634 (2020: £499,634).

The closing net book value represents fixed assets used for:

	Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2021 £
Direct charitable purposes	881,550	8,005	1	889,556
Management and administrative purposes	97,950	-	-	97,950
	<u>979,500</u>	<u>8,005</u>	<u>1</u>	<u>987,506</u>

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

16. Fixed asset investments

	Shares in group undertakings
	2021
Market value	£
At 1 January 2020 and 31 December 2021	<u>1</u>
Net book value	
At 31 December 2021	<u>1</u>
At 31 December 2020	<u>1</u>

There were no investments outside the UK.

The charitable company's investments at the balance sheet date in the share capital of companies include the following:

Demand SRM Limited – registered in England and Wales under number 07352263

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

17. Debtors

	2021	2020
	£	£
Trade debtors	1,350	250
Other debtors	12,723	16,033
Prepayments and accrued income	3,799	5,894
	<u>17,872</u>	<u>22,177</u>

18. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	2,119	2,781
Accruals and deferred income	100,106	55,402
Taxation and social security costs	8,814	13,178
Other creditors	199,809	3,256
	<u>310,848</u>	<u>74,617</u>

Deferred income of £54,852 (2020: £36,730) included in accruals and deferred income represents restricted donations received in advance.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

19. Analysis of charitable funds

Analysis of movements in unrestricted funds

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 21				31 Dec 21
	£	£	£	£	£
General Fund	270,360	445,557	(382,010)	-	333,907
Designated Fund	39,736	-	-	-	39,736
	310,096	445,557	(382,010)	-	373,643

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

Designated development fund in support of the charity's beneficiary growth plan.

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan 21				31 Dec 21
	£	£	£	£	£
Restricted funds					
Building fund	728,049	251,450	-	-	979,499
Plant and machinery fund	2,737	3,680	(1,903)	-	4,514
Workshop fund	18,187	-	(15,472)	-	2,715
Education & outreach fund	913	6,308	(7,221)	-	-
Motor vehicle Fund	3,816	-	-	-	3,816
	753,702	261,438	(24,596)	-	990,544
Total Funds	1,063,798	706,995	(406,606)	-	1,364,187

Building fund

The Building fund was established to provide for the purchase of the freehold building to house the charity due to the closure of Napsbury Hospital, from which it formerly rented premises.

Included in the Building Fund is a revaluation reserve and the balance at the Balance Sheet date was £479,660 (2020: £230,160).

Plant and machinery fund

The Plant and machinery Fund was established for the purchase of a vacuum moulding machine to enable the charity to mould large pieces of equipment for those with disabilities.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

19. Analysis of charitable funds – continued

Designated development fund	The Designated development fund was established in 2014 to fund investment in skills and equipment which would increase the charity's resilience, efficiency and capabilities to meet the challenges of the charity's beneficiary growth plan.
Education and outreach fund	The Education and outreach fund was established in 2014 to extend Demand's work with schools and Universities to increase awareness of the needs of disabled people, to promote best practice in assistive equipment design and to promote inclusivity in product design.
Workshop fund	The Workshop fund was established to hold funds given to carry out our work delivering equipment to our beneficiaries with a restriction attached (for example: a restriction relating to a specific condition, age group or geography).

Analysis of Net Assets by fund

Fund balances at 31st December 2021 are represented by:

	Unrestricted	Restricted	Total
	£	£	£
Tangible assets	2	987,504	987,506
Investments	1	-	1
Net current assets	373,640	3,040	376,680
Total	373,643	990,544	1,364,187

20. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2021	2020
	£	£
Contributions payable by the company for the year	12,306	17,250

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2021

21. Limited liability status

The charitable company is limited by guarantee and has no share capital. Every member guarantees that, if the charity is dissolved while he or she remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 Total	2020 Total
	£	£
Net movement in funds	48,939	37,617
Add back depreciation charge	2,053	4,205
Deduct interest income from investing activities	(15)	(1)
Deduct net proceeds from the sale of fixed assets	(3,708)	-
Decrease (Increase) in stock	5,618	(2,418)
Decrease (Increase) in debtors	4,305	(11,725)
Increase (decrease) in creditors	40,731	45,718
Net cash used in operating activities	97,923	73,396

23. Analysis of changes in net funds

	01 Jan 2021	Cash Flows	31 Dec 2021
	£	£	£
Cash at bank and in hand	378,339	288,315	666,654
	378,339	288,315	666,654

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

England & Wales - Charity number 1008128

Accounts



DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

(A Company Limited By Guarantee)

Annual Report
And Financial Statements
For
Year Ended 31 December 2020

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Contents of the Report of the Trustees and Financial Statements for the year ended 31 December 2020

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Reference and administrative details for the year ended 31 December 2020

Status	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 st July 1980 and incorporated on 17 th December 1991.
Governing Document	<p>The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.</p> <p>In 2010 a trading subsidiary (DEMAND SRM Ltd) was established and which remains dormant.</p>
Company Registration Number	2671913 (England & Wales)
Charity Registration Number	1008128 (England & Wales)
Registered Office and Principal Office	The Old Chapel, Mallard Road Abbots Langley, WD5 0GQ
Current Trustees	Robert Mankin Thomas Mercer The Hon. Clare Renton Anthony Soothill Katherine White Russell Willcox
Honorary Officer	Anthony Soothill (Chair)
Principal Staff	Gary Evans (Chief Executive)
Company Secretary	Frances Evans
Bankers	Barclays Bank PLC, 137 Ladbroke Grove, London W11 1PT
Legal Advisors	Sherrards Solicitors LLP 4 Beaconsfield Rd, St Albans AL1 3RD
Independent Auditors	Gerald Edelman Chartered Accountants 73 Cornhill, London EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

Our purposes and activities

The objects of the charity are stated as:

The relief of disabled, handicapped or infirm persons and in particular;

- to support people studying the design and making of furniture and equipment (including play equipment) for disabled people and to design and make such furniture and equipment
- to promote research into the needs of disabled people in the construction, adaptability and use of furniture or equipment to make such furniture and equipment and to publish the useful results of all such research

In its current context this means helping people to overcome barriers to independence, inclusion and participation, and we do this by;

- designing, modifying, repurposing and manufacturing equipment for disabled people to help them live life their way,
- providing educational support in the form of mentoring, coaching and industrial placements to school age and undergraduate students, and
- advancing the knowledge and awareness of individuals and the public generally of the needs, requirements and challenges of disabled people

The vision that guides our day-to-day activities is of a world in which all people are valued and are enabled to live life their way with dignity and without discrimination.

In shaping our objectives and planning our activities for the year, the Trustees have considered the Charity Commission's guidance on public benefit;

- The public benefit requirement (PB1)
- Public benefit: running a charity (PB2)
- Public benefit: reporting (PB3)

The strategies employed to achieve the charity's aims and objectives are:

- a) To offer a sign-posting service which helps people find equipment solutions
- b) To create and make available, facilities, systems, platforms and processes for knowledge sharing, and to facilitate knowledge sharing
- c) To continuously develop our Original Equipment Design and Manufacturing (OEDM) capabilities
- d) To strengthen and increase the long-term resilience of the charity; culturally, financially and operationally

Putting these strategies into action we have 7 main areas of activity which are:

- a) Custom equipment design and manufacture
- b) New product design, development, and manufacture
- c) Inclusive sports equipment
- d) Online tools
- e) Student Support
- f) User helpline
- g) Pre-owned disability equipment redistribution and sales

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

Custom equipment design and manufacture

The modification of standard equipment and the design and manufacture of custom equipment is at the heart of our work. DEMAND is now **the only** charity in the UK which has dedicated, full time, expert designers and makers able to meet people's needs when mainstream products fall short.

The projects we undertake meet the needs of people of all ages and range from the deceptively simple (e.g., a height adjustment to a walking frame) to the complex (e.g., a fully articulating, fold-away artists' easel for wheelchair users). Projects vary in cost from a few hundred to many thousands of pounds and may take anything from a few days to many months to complete. It is in working on such projects that our placement and work experience students get to understand the meaning and practice of user-centred design, inclusive design, and design for disability.

New product design, development, and manufacture ('One to Many')

Our custom equipment work will often reveal a wider unmet need which would remain so if left to commercial manufacturers. The market for much of what the charity has brought to market over the years is relatively small and generally uneconomic for mainstream manufacturers to pick up and run with. Many great ideas never see the light of day because they are not commercially viable. As a charity we will develop some custom projects for general availability despite the limited market and to that end undertake small batch production to satisfy real needs in the wider community. Products currently available through the charity's online shop include Freasel (an articulated artists' easel), the Sensory Shell Chair (for young people with sensory processing disorders such as autism to help them make sense of their world by limiting environmental stimuli), Floor sitters and musical instrument stands.

We have also been working hard to develop other new ideas; a therapy balance board and a wheelchair accessible play kitchen are two good examples which will be available soon.

Inclusive sports equipment

Initially developed to meet the needs of a custom equipment client, our popular range of Boccia Ramps already provides sporting and social opportunities for people on every continent (except Antarctica). Sports clubs, youth clubs, community groups and schools have access to a truly inclusive sport by investing in our low cost, entry-level 'Lite' model and at the top end of the range the Nova is a full international competition class ramp suitable for the full range of players.

Online tools

We develop and support www.cracked-it.org which is an on-line platform designed to connect people with equipment needs and challenges to a global community of designers, engineers and makers. In addition, Cracked-it.org provides a platform on which we share designs for custom equipment which are made available under open license, allowing many more people to help themselves and to help others wherever they are in the world.

Student Support

We have welcomed school age and undergraduate students into our workshops for many years and during 2020 we had 2 university students on industrial placements. The charity benefits enormously from their energy, enthusiasm, and contribution; working with energetic

— Logic Report for the year ending 31 December 2020

and creative people always stimulates new and different thinking within the organisation which has driven change in working methods and spawned several interesting products.

“One of my stand out highlights was the privilege of working with a young man and his Occupational Therapist to develop his own balance board. Starting with initial cardboard prototypes and then being able to deliver his final product in person! Working with the team at DEMAND develops more than just your skills as a designer, but helps shape your whole mindset in understanding how to create intuitive and empathetic products for real people.” - Josh Lee, Loughborough

We also provide practical advice to students working on their own design for disability projects where the valuable and rare insights of our skilled team are much sought after.

Helpline

In many cases, enquirers' needs can be addressed with products and services already available on the open market; if only they could be found easily. Sometimes it is just a case of knowing the right question to ask whilst at other times some lateral and creative thinking is required to pinpoint an ideal solution. In 2020, 37 families were helped in this way.

Disability equipment re-use

A useful income stream for the charity, the salvaging and resale of pre-owned disability equipment provides people with highly affordable (often for as little as 10% of the original retail price) and safe equipment which they might otherwise not be able to access (and which would inevitably end up in land-fill). In 2020 this area of endeavour was dormant as a direct result of not being able to safely welcome potential customers to our workshops to try the equipment before purchase.

Performance and achievements

We have not escaped the restrictions that have accompanied the on-going Covid-19 pandemic and this past year has been trying and frustrating on many fronts. Many of our beneficiary group, by virtue of their complex health needs, were required to shield. Schools closed for much of the year, we have endured a lengthy period of not being able to hold events (for fundraising, education, product testing or research), and social distancing requirements in the workplace have constrained our ability to provide our full service whilst minimising viral transmission risk amongst team members and beneficiaries.

That said, even at the height of the first lockdown we continued to deal with enquiries, to distribute our products, and to provide a signposting and helpdesk service. Inevitably, this means that we now have a substantial back-log of custom equipment projects which on the one hand looks daunting for our small team, and on the other, presents us with a fabulous challenge which we are eager to address.

Being pragmatic, we have focused our efforts on product development (taking bespoke projects and developing them for the benefit of many), and on the more urgent custom equipment projects which were put on ice when we went into the long lockdown of the Spring

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

and Summer. As 2021 unfolds and it becomes increasingly safer to work physically more closely with our vulnerable clients, our full service offering will again ramp up.

We strive to be ever more productive and endeavour to outsource batch production whenever it makes economic and operational sense. This has the double benefit of freeing up our creative team to work on 'the hard stuff' whilst at the same time ensuring that we have plenty of products to satisfy our retail customers who help support the charity's work through their purchases.

Hints of the impact of our work are evident from the great feedback we receive e.g.

“Orla has so far spent all her leisure time in the chair – now called ‘chill chair’ and it really makes her smile!” - *Orla's mum Nyree*

“George loves the Freasel and has been enjoying working on a larger scale. We've found it easy to set it up for him to use in any of his chairs. It's helping George enormously” - *George's mum Jane*

“Never underestimate the effect you are having on so many people” - *Neil*

Key Performance Indicators

We focused most of our efforts during the year on product development and bespoke equipment projects which were put on ice when we went into lockdown first time around. After a 50% increase in beneficiaries in 2019 compared with 2018, the pandemic and the constraints that it has placed on working closely with vulnerable people means that, inevitably, our beneficiary numbers are greatly reduced this year because we had to suspend the development and the release of key products (wheelchair accessible play kitchen, universal artists' easel, sensory regulation chair and balance board – all of which were close to release before lock-down) and because we had to put almost all custom projects on hold.

Despite this just under 500 people benefited from the services and products we were able to deliver.

Total revenue for the 12 months to 31st December was £455,853 which was 8.5% up on the previous year total of £420,029.

Expenditure for the year amounted to £418,236 which was 10.2% less than in 2019 (£465,869).

The charity therefore realised a surplus in the year of £37,617. This was higher than budget and largely attributable to lower staff costs, and lower operational expenses (both directly attributable to the Covid 19 pandemic). We are grateful to HM Government support which has allowed us to retain key expert service delivery staff although saddened to have had to trim the team overall.

Forward cover, calculated on the average monthly budgeted monthly future expense against unrestricted funds stood at 8.5 months at the year end which is in line with our current policy (3 to 9 months).

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

Future plans

In their most recent review of our direction of travel the trustees remain committed to making sure that the experience we have built up and the learnings we have absorbed over our 40 years' of operations are shared with as many people as possible. In addition to our student placement and regular work experience programme, our plan, over and above designing and making more great stuff for disabled people, is to leverage the knowledge we have gained in solving real world challenges for people, to providing and facilitating greater access to, and participation in, the art and craft of making to break down more obstacles to opportunity and to independence.

The building blocks of our future plans are;

Co-operation

Using our connections and expertise to help more people directly through more collaborations with designers, engineers and makers everywhere as well as virtually by creating open source designs to help others help themselves and to help others.

Capability

Investing in people and technologies to improve our ability to offer increasingly advanced solutions which remove barriers to inclusion, participation, and independence. Additive manufacturing ('3D printing'), for example, has been a terrific asset in helping us iterate ideas and designs more quickly.

Community

We have always provided a service to anyone in need without prejudice and continue to look for ways to better engage the wider community. We will expand and develop our facilities and create an exemplarily accessible and open makerspace designed and configured to give disabled users the best possible access to the tools (digital and traditional) and support they need with which to explore their creativity and to learn new skills around making in an increasingly digital world. We are investing in all things digital, especially audience building, to make sure we have the strong support we need to realise this vision,

Championing

Better design for all. We will do this by encouraging and nurturing design and engineering talent for social good. Education has always been a cornerstone of DEMAND's work and we will continue to give young people setting out on their careers a unique insight into, and practical experience of, design and manufacture for disability through work experience, student placements, design briefs and events.

Principal risks and uncertainties

The major risks and opportunities facing the charitable company are periodically reviewed as part of the business planning and budgeting process. The Trustees confirm that all major risks have been reviewed and systems and processes have been established to mitigate and manage those risks.

The Trustees have a risk management strategy which comprises:

- periodic review of the principal risks and uncertainties that the charity faces

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

- the establishment of policies, systems and procedures to mitigate those risks identified in the review
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

This work has identified that financial sustainability is the primary risk for the charity. Key elements in the management of financial risk are general prudence, tight cash control, diversification of income streams, a focus on raising unrestricted funds, regular review of available liquid funds, to settle debts as they fall due, and the proactive management of trade debtors and creditors balances to ensure sufficient working capital. Whilst in the short to medium term, the UK's exit from the EU potentially compounds the risk (e.g. we sell Boccia ramps into several EU member states), the opportunity provided by new trade agreements, allowing us to deliver more competitive product in the rest of the world, may yet prove to be an important mitigating factor.

Covid-19 will undoubtedly continue to challenge our ingenuity in getting the job done over the next 12 months although our learnings to date have proved invaluable in helping us reshape our service delivery.

Attention is continuously given to non-financial risks relating to fire, the health and safety of volunteers, staff, and clients and, in the clients' case, from product defects or failure. These risks are managed by ensuring accreditations are up to date, having robust systems, policies, and procedures, backed up with regular training for staff.

All custom equipment projects are subject to comprehensive and multiple risk assessments, pre-delivery testing and follow-ups.

Data protection

The charity ensures that its data management policies, procedures and systems are wholly compliant with the General Data Protection Regulations and the six key principles therein, which are;

That personal data is

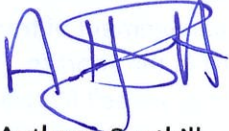
- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
- c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;
- d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay;
- e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2020

- organisational measures required by the GDPR in order to safeguard the rights and freedoms of individuals; and
- f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

On behalf of the board:



Anthony Soothill
Chair of Trustees

14 May 2021

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2020

The Trustees are pleased to present their Annual Report together with the financial statements of the charity for the year ending 31 December 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 2019).

Chair's summary

It is rare that charities are bowled such a curveball as we are now dealing with, one year on from the first Covid 19 induced lockdown. Social distancing, workplace shut-downs, school closures, and people shielding have forced many organisations to quickly rework tried and tested methods, processes, priorities, and services. DEMAND no less so.

Sadly, we had to put many custom equipment projects on hold and as clubs and support groups stopped gathering physically, shipments of our Boccia ramps and accessories slowed dramatically also. It means that many fewer people benefited from our custom and batch produced equipment than would normally have been the case. We estimate 60% fewer.

That aside, the enquiries never stop coming, the project board never gets any shorter nor the challenges we are asked to help with, any simpler. The demand for high quality assistive technology and equipment is greater than ever and DEMAND is now the only charity in the UK which has dedicated, full time, expert designers, and makers able to meet people's needs when mainstream products fall short.

The team, nonetheless, working predominantly from home, using our workshops when permitted and when necessary, moved the development of several products that will benefit many hundreds of people in the coming years, forward significantly in readiness of making them generally available in 2021.

Our investment in computer-controlled manufacturing equipment (CNC) and additive manufacturing technologies have enabled us to produce more complex and attractive products, cracked-it.org continues to develop and will be an important tool in sharing the innovative output of the makerspace globally.

We are still searching for bigger, more flexible premises which will accommodate both DEMAND the charity and our planned open-access workshop whose purpose will be to give people of every ability the resources, space and support they need to explore their creativity, develop ideas, nurture business opportunities and to learn and share valuable skills within a vibrant, supportive, creative, and inclusive community. From our work designing and making custom disability equipment we understand the massive difference improved independence makes to people's well-being and we see our makerspace as a powerful tool with which to help address some of society's wider challenges which stem from the increasing prevalence of loneliness and social isolation,

Our achievements, and the realisation of our future plans, are only possible with the continued backing of the many Trust and Foundations, businesses (both local and global), community

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2020

groups and the individuals up and down the country who support us financially, materially and in kind.

On behalf of the Trustees, I would like to thank the team, our clients, our donors and supporters who make it possible for more disabled people to live life their way. I warmly invite you to visit us to meet the team and to learn more about our work.

Public benefit

The primary focus of our work is to provide and make accessible equipment that improves the day-to-day living, opportunity or recovery of people living with disability, impairment or infirmity, regardless of age or personal circumstance. Our services are provided without prejudice and address unmet needs.

In 2020 we provided the following services;

- The design, manufacture and modification of equipment to solve everyday living, work, mobility and recovery challenges for disabled people whether their disability is permanent or temporary
- The design, manufacture and modification of equipment to aid therapy and recovery from injury
- The design, manufacture and modification of equipment that provide enhanced opportunity for disabled people to participate in leisure, sporting, fitness, travel, cultural and artistic activities
- The recycling, redistribution and resale of used disability equipment
- A helpline, available to all at no cost to users, which provides advice to users, carers, teachers and health professionals on sources of specialist equipment
- The provision of educational placements for design and engineering graduates
- The provision of work experience opportunities for year 12 and 13 students
- The provision of project mentoring to Product Design undergraduates and school students
- The sharing of designs under open license to assist others in their endeavours to help disabled people through cracked-it.org

Ensuring our work delivers our aims

We review our goals and key supporting strategies regularly in the context of longer term three or five-year plans. The activities and projects which support each strategy in the context of public benefit are reviewed by the Trustees regularly and periodically.

Looking forward – Objectives for 2021

In line with the charity's vision and mission, our major objectives are;

1. To provide products and services which enhance disabled people's ability to be more independent, to actively participate in and contribute to their community and to access opportunities for learning, work, creativity and social engagement.
2. To develop services, globally accessible where possible, which connect, inspire and motivate designers, makers and engineers to play an active part in developing better equipment solutions for disabled people.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2020

3. To develop new products and services, in line with our core purpose, which improve the charity's resilience and capabilities, technically, financially and culturally.
4. To grow sustainable voluntary income, primarily unrestricted in nature, in order to achieve our goals.
5. To continue to raise our profile and reputation.
6. To Invest in and optimise the potential of our people through the introduction and adoption of new systems, processes and methods that add value to our operation and which support innovation throughout.

Reserves policy

The reserves policy is to maintain forward cover of between 3 and 9 months. This policy was re-affirmed at the December 2019 Board Meeting and is designed to ensure we can continue to provide public benefit when subject to short term negative economic conditions, especially those affecting our major sources of donations.

Keeping an engineering operation open and effective means we have to be able to recruit and retain skilled technical staff and keep the means of production working which requires premises, heat, light and power.

We have calculated that the absolute minimum buffer the charity needs is 3 months but we ideally aim to maintain 6 to 9 months in order to

- Mitigate the risks associated with uncertainties associated with fundraising
- Mitigate the risks associated with the loss of and recruitment of key staff

Total unrestricted reserves at 31st December 2020 were £310,096 of which £39,735 remains designated to support the charity's development. The general fund therefore stands at £270,361, which is equivalent to approximately 8.5 months' expenditure at budgeted 2021 levels and is within our 6 to 9 month policy.

Restricted reserves at 31st December 2020 were £753,702 of which £734,602 was restricted to fixed assets held by the charity and an additional £18,187 available for projects tightly restricted by geography, age or disability or a combination of these, and £913 restricted to students & education.

Structure, Governance and Management

DEMAND is a charity and a Company Limited by Guarantee which is overseen by a Board of Trustees, currently numbering 6, who are also Directors under Company Law with no beneficial interest in the charity.

Directors of the Charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2020 was 6 (2019: 6).

The Trustees meet quarterly and determine the overall direction for the charity, the business and operating controls and measures of success. Day-to-day decision making is exercised by the Chief Executive, along with the Chief Finance Officer.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2020

Pay policy for senior staff

The Board of Directors, who are the charity's Trustees, and the senior management team, are the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 11 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in line with inflation should finances allow. In view of the nature of the charity, the directors benchmark against pay levels in small and medium engineering companies. If recruitment conditions demand, a market addition may also be paid.

Trustees

Trustees, and the only members of the Company, who served during the year and up to the date of this report were as follows:

Anthony Soothill (Chair)	Robert Mankin	Thomas Mercer
The Hon. Clare Renton	Katherine White	Russell Willcox

Board Sub-committees

In exceptional circumstances there is a Finance Sub-Committee (FSC) – consisting of up to 4, but no fewer than 3 Trustees and the senior management team – which has delegated authority to act on financial matters on behalf of the Board. The FSC commits to be available at short notice to enable swift decision making and action.

Recruitment and Appointment of New Trustees

New Trustees may be appointed by a decision of the existing Trustees. Following appointment, all new Trustees have an induction programme in order that they can properly undertake and fulfil their responsibilities to the charity.

Whilst there is no set length of term for Trustees' appointments, one third of the Trustees must present themselves for re-election by rotation at every Annual General Meeting (AGM) which is normally held in April every year. Retiring Trustees are eligible for re-appointment at the AGM by majority vote of a quorate board. No trustees were appointed during the year.

Statement of Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles SORP
- Make judgements and estimates that are reasonable and prudent
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Report of the Trustees (including Directors' Report) for the year ending 31 December 2020

- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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


Statement as to Disclosure of Information to Auditors

In so far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that he or she ought to have taken as a Trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Going concern

Having reviewed the Charitable Company's financial forecasts and expected future cash flows, the Trustees have reasonable expectation that the Charitable Company has adequate resources to continue its operational existence for the foreseeable future. Thus the going concern basis has been adopted in preparing the financial statements for the year ended 31st December 2020.

On behalf of the board:



Anthony Soothill
Chair of Trustees
14 May 2021

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2020 (continued)

Opinion

We have audited the financial statements of Demand Design And Manufacture For Disability (the 'company') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report 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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2020 (continued)

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.

Matters on which we are required to report by exception

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)

Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2020 (continued)

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.

We planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements resulting from irregularities, fraud or non-compliance with law or regulations.

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquiring of management of whether they are aware of any non-compliance with laws and regulations.
- Enquiring of management whether they have knowledge of any actual, suspected or alleged fraud.
- Enquiring of management their internal controls established to mitigate risk related to fraud or non-compliance with laws and regulations.
- Discussions amongst the engagement team on how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in posting of unusual journals.
- Obtaining understanding of the legal and regulatory framework the company operates in focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations. The key laws and regulations we considered in this context included UK Companies Act, Charities Act, tax legislation, employment law and, Health and Safety.

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

- Performed analytical procedures to identify any unusual or unexpected relationships.
- Audited the risk of management override of controls, including through testing journal entries for appropriateness.

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

- Agreeing financial statements disclosures to underlying supporting documentation.
- Enquiring of management as to actual and potential litigation claims.

The test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, mean that there is an unavoidable risk that even some material misstatements in respect of irregularities may remain undiscovered even though the audit is properly planned and performed in accordance with ISAs (UK). Furthermore, the more removed that laws and regulations are from financial transactions, the less likely that we would become aware of non-compliance. Our examination should therefore not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance that might exist. The responsibility for

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

(A Company Limited by Guarantee)

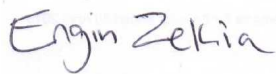
**Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2020 (continued)**

safeguarding the assets of the charitable company and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with the Trustees.

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.

Use of our report

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Engin Zekia FCA (Senior Statutory Auditor)

14 May 2021

for and on behalf of Gerald Edelman

Chartered Accountants
Statutory Auditor

73 Cornhill
London
EC3V 3QQ

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Financial Activities (including Income and Expenditure Account)
for year ending 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Income:					
Donations and Legacies	2	339,176	-	339,176	367,069
Charitable Activities	3	10,419	-	10,419	31,233
Other Trading Activities	4	1,128	-	1,128	20,608
Investments	5	1	-	1	1,119
Other	6	105,129	-	105,129	-
Total income		455,853	-	455,853	420,029
Expenditure:					
Fundraising	7	85,089	-	85,089	119,572
Charitable activities	8	331,533	1,614	333,147	346,297
Total expenditure		416,622	1,614	418,236	465,869
Net income / (expenditure) and net movement in funds for the year		39,231	(1,614)	37,617	(45,840)
Net Movement in funds		39,231	(1,614)	37,617	(45,840)
Reconciliation of funds:					
Total funds brought forward		270,865	755,316	1,026,181	1,072,021
Total funds carried forward		310,096	753,702	1,063,798	1,026,181

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure Account under the Companies Act 2006.

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Balance Sheet
for year ending 31 December 2020

	Notes	2020 Total funds £	2019 Prior year funds £
Fixed assets:			
Tangible assets	15	729,278	733,482
Investments	16	1	1
Total fixed assets		<u>729,279</u>	<u>733,483</u>
Current assets:			
Stocks		8,620	6,202
Debtors	17	22,177	10,452
Cash at bank and in hand		378,339	304,943
Total current assets		<u>409,136</u>	<u>321,597</u>
Liabilities:			
Creditors: Amounts falling due within one year	18	<u>(74,617)</u>	<u>(28,899)</u>
Net current assets		<u>334,519</u>	<u>292,698</u>
Total assets less current liabilities		<u>1,063,798</u>	<u>1,026,181</u>
Net assets		<u>1,063,798</u>	<u>1,026,181</u>
The funds of the charity:			
Unrestricted funds	19	270,360	228,539
Designated development fund		39,736	42,326
Restricted income funds		753,702	755,316
TOTAL FUNDS		<u>1,063,798</u>	<u>1,026,181</u>

These financial statements have been prepared in accordance with the Companies Act 2006 relating to Charitable Companies and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102))

The financial statements were approved by the Board of Trustees on 29th April 2021 and were signed on its behalf by:

Anthony Soothill

Chair of Trustees

14 May 2021

Registered Company Number: 02671913

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Statement of Cash Flows
for year ending 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Cash used in operating activities	23	39,898	33,498	73,396	(49,593)
Interest income		-	-	-	1,119
Proceeds from the sale of fixed assets		-	-	-	-
Purchase of tangible fixed assets		-	-	-	-
Cash provided by (used in) investing activities		-	-	-	1,119
Increase (decrease) in cash and cash equivalents in the year		39,898	33,498	73,396	(48,474)
Cash and cash equivalents at the beginning of the year		277,287	27,656	304,943	353,417
Total cash and cash equivalents at the end of the year		317,185	61,154	378,339	304,943

Included in restricted cash of £61,154 is £3,230 (2019: £3,230) of deferred income, restricted to a capital fund, and £33,500 (2019: NIL) of deferred income restricted to future projects.

The notes on pages 21 to 35 form part of the financial statements

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

Notes on the accounts

1. Accounting policies

Charity information

DEMAND Design and Manufacture for Disability is a private Company limited by guarantee incorporated in England and Wales. The registered office is The Old Chapel, Mallard Road, Abbots Langley, Hertfordshire, WD5 0GQ.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The accounts are prepared in Sterling which is the functional currency of the Charitable Company and monetary amounts in these financial statements are rounded to the nearest £.

DEMAND Design and Manufacture for Disability meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Group financial statements have not been prepared as the subsidiary undertaking is dormant and any adjustment would be immaterial after consolidation.

Preparation of the accounts on a going concern basis

The charitable company reported a cash inflow of £73,396 for the year.

The Trustees are of the view that this is within the parameters set in the annual budget and in line with the charity's strategy of investing in skills and modern production machinery in support of its beneficiary growth aspirations.

At the time of approving the financial statements, 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 financial statements.

Income

Income is recognised when the charity has entitlement to the funds and that any performance conditions attached to the item(s) of income have been met.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised but their contribution acknowledged in other publications and communications.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work, for specific projects or for work in particular geographies and/or for work with particular groups of people.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of fundraising
- Expenditure on charitable activities includes the costs of the development and manufacture of custom equipment and small batch produced products; the delivery of specialist equipment related services; the development and manufacture of inclusive sports equipment; the provision of an expert helpline; the provision of student placements, educational materials, resources and events; and digital outreach, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in notes 8 and 9.

Operating leases

The charity classifies the lease of equipment (e.g. photocopiers) as operating leases; the title to the equipment remains with the lessor and the equipment is generally replaced every 3 to 5 years.

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.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land	No depreciation
Buildings	2% on fair value
Plant, equipment and tools	10–33% on cost
Motor vehicles	25% on cost

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses within the SOFA and accumulated in reserves.

Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises cost of goods that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the SOFA. Reversals of impairment losses are also recognised in the SOFA.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

1. Accounting policies – continued

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Pensions

All employees of the charity were entitled to join the charity's defined contribution pension scheme (after 3 months' employment) which is funded by contributions from employee and employer. Members of the scheme may also contribute Additional Voluntary Contributions which are funded by the employee alone. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

The employer's contributions made to pension schemes in 2020 were £17,250 (2019: £14,832) with an employer's contribution rate of 5% of pensionable pay and an employee's contribution of 5% of pensionable pay. The charity acts as agent in collecting and paying over employee pension contributions. Some members of staff were auto-enrolled into the company scheme (a qualifying scheme) at the statutory rate of at least 3%.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The Charity holds only basic financial instruments. These are initially recognised at transition value and subsequently measured at their settlement value.

Critical accounting estimates and judgements

In the application of the Charitable Company'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.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

	2020	2019
	£	£
2. Donations and legacies		
Donations	339,176	367,069
	339,176	367,069
	339,176	367,069

The income from donations was £339,176 (2019: £367,069) of which £339,176 was unrestricted (2019: £358,069) and £Nil restricted (2019: £9,000).

	2020	2019
	£	£
3. Charitable activities		
Inclusive sports equipment	8,761	24,958
Donated specialist equipment	363	1,017
DEMAND's own products	1,295	5,258
	10,419	31,233
	10,419	31,233

	2020	2019
	£	£
4. Other trading activities		
Event ticket sales & related trading income	-	19,948
Other trade revenue	1,128	660
	1,128	20,608
	1,128	20,608

	2020	2019
	£	£
5. Investment income		
Interest received gross	1	1,119
	1	1,119
	1	1,119

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

	2020	2019
6. Other income	£	£
Government grant	105,129	-
	105,129	-

During the year we received £105,129 (2019: £NIL) in grants from the government's furlough scheme set up to help business and charities survive the Covid19 pandemic

	2020	2019
7. Expenditure on raising funds	£	£
Fundraising	85,089	108,837
Fundraising events & related trading costs	-	10,735
	85,089	119,572

Expenditure on fundraising activities was £85,089 (2019: £119,572) of which £85,089 was unrestricted (2019: £119,572) and £NIL was restricted (2019: £NIL).

In addition to directly attributable fundraising costs, expenditure on fundraising includes a total of £158 (2019: £73) of allocated governance costs, of which £158 (2019: £73) was unrestricted, and £Nil (2019: £Nil) was restricted.

There were also £1,124 (2019: £1,081) of total allocated support costs, of which £1,124 (2019: £1,081) was unrestricted, and £NIL (2019: £NIL) was restricted.

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
Notes to the Financial Statements
for year ending 31 December 2020

8. Analysis of expenditure on charitable activities

Key to activity headings

[CE] Custom equipment **[ODP]** Other DEMAND products

[SRM] Specialist equipment servicing, repair & refurbishment

[ISE] Inclusive sports equipment **[E&O]** Education and outreach **[HL]** Helpline **[SS]** Student support

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2020
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	150,916	50,760	137	13,019	949	9,223	13,391	238,395
Marketing	7,241	7,358	1	2,299	316	366	816	18,397
Premises	5,335	5,795	1	724	-	290	967	13,112
Depreciation Premises	650	-	-	-	-	-	-	650
Depreciation	3,555	-	-	-	-	-	-	3,555
Governance	9,084	16,361	3,164	2,046	-	818	1,181	32,654
Support costs	4,355	12,956	2,455	2,621	1,963	590	1,444	26,384
Total	181,136	93,230	5,758	20,709	3,228	11,287	17,799	333,147

Expenditure on charitable activities was £333,147 (2019: £346,297) of which £331,533 was unrestricted (2019: £343,592) and -£1,614 was restricted (2019: £2,706). See below for the analysis of expenditure on charitable activities for the previous year (2019).

Analysis of expenditure on charitable activities for the previous year (2019)

	CE	ODP	SRM	ISE	E&O	HL	SS	Total 2019
	£	£	£	£	£	£	£	£
Designing, producing & delivering products and services	169,723	10,248	113	40,787	5,139	9,414	17,223	252,647
Marketing	15,423	970	-	4,295	238	119	-	21,045
Premises	6,247	532	-	1,330	532	1,064	1,065	10,770
Depreciation Premises	650	-	-	-	-	-	-	650
Depreciation	4,195	-	-	-	-	-	-	4,195
Governance	15,439	1,503	-	3,901	1,503	3,007	415	25,768
Support costs	16,529	991	-	7,255	3,162	1,550	1,735	31,222
Total	228,206	14,244	113	57,568	10,574	15,154	20,438	346,297

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9. Analysis of governance and support costs

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the seven key charitable activities undertaken (see note 8) in the year.

Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	Basis of apportionment	General support	Governance	Total 2020
		£	£	£
Trustee meetings	Actual Cost	-	45	45
Salaries and related costs	Allocated on time	20,186	25,001	45,187
Audit fees	Governance	-	6,700	6,700
Legal and professional	Governance	-	61	61
Insurances	Governance	-	1,005	1,005
General office	Pro rata staff full time equivalents	7,322	-	7,322
Total		27,508	32,812	60,320
		Fundraising	Charitable activities	Total 2020
		£	£	£
General Support		1,124	26,384	27,508
Governance		158	32,654	32,812
Total		1,282	59,038	60,320

Analysis of governance and support costs – previous year (2019)

	Basis of apportionment	General support	Governance	Total 2019
		£	£	£
Trustee meetings	Actual Cost	-	1,027	1,027
Salaries and related costs	Allocated on time	23,749	17,500	41,249
Audit fees	Governance	-	6,700	6,700
Legal and professional	Governance	-	(439)	(439)
Insurances	Governance	-	1,028	1,028
General office	Pro rata staff full time equivalents	8,554	25	8,579
Total		32,303	25,841	58,144

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9. Analysis of governance and support costs – previous year (2019) – continued

	Fundraising	Charitable activities	Total 2019
	£	£	£
General Support	1,081	31,222	32,303
Governance	73	25,768	25,841
Total	1,154	56,990	58,144

	2020	2019
	£	£
10. Net income /(expenditure) for the year		
Net resources are stated after charging:		
Auditors' remuneration	6,700	6,700
Depreciation – owned assets	4,205	4,845

11. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

The cost to the charity of indemnity insurance relating to the Trustees for the year amounted to £824 (2019: £824).

Trustees' expenses

One trustee was reimbursed for travelling expenses totalling £29 (2019: Two trustees £639) in the year ended 31 December 2020.

The charity also met the expense of providing refreshments for Trustee meetings. For the year ended 31 December 2020 these expenses totalled £9 (2019: £388).

	2020	2019
	£	£
12. Staff costs		
Salaries and wages	306,172	314,237
Social security costs	27,446	30,194
Pension costs	17,250	14,832
	350,868	359,263

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12. Staff costs - continued

The average monthly head count was 8 staff (2019: 9 staff)

	2020	2019
Production staff	5	5
Fundraising	1	2
Management and administration	1	2
Marketing	1	-
	8	9

The number of employees whose emoluments fell within the following bands was:

	2020	2019
£60,001 - £70,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel is as follows;

	2020	2019
	£	£
Gross salaries	113,560	101,200
Company pension contributions	8,282	5,010
Aggregate compensation	121,842	106,210

13. Related party transactions

£414 was paid to appMotivate, a web applications and IT support Company owned by Peter Evans, a brother of the Chief Executive, Gary Evans (2019: £488).

14. Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

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15. Tangible fixed assets

	*Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2020 £
Cost (* or valuation at fair value)				
At 1 January 2020	730,000	134,896	29,813	894,709
Additions	-	-	-	-
Disposals written back	-	-	-	-
Revaluation	-	-	-	-
At 31 December 2020	<u>730,000</u>	<u>134,896</u>	<u>29,813</u>	<u>894,709</u>
Depreciation				
At 1 January 2020	1,300	130,114	29,812	161,226
Charge for year	650	3,555	-	4,205
Eliminated on Disposal written back	-	-	-	-
Written Back on Revaluation	-	-	-	-
At 31 December 2020	<u>1,950</u>	<u>133,669</u>	<u>29,812</u>	<u>165,431</u>
Net book value				
At 31 December 2020	<u>728,050</u>	<u>1,227</u>	<u>1</u>	<u>729,278</u>
At 31 December 2019	<u>728,700</u>	<u>4,782</u>	<u>1</u>	<u>733,483</u>

The property was last revalued in December 2017 by professional valuers, Brasier Freeth Chartered Surveyors.

At 31st December 2020, the trustees considered the property value not to have materially changed.

If revalued assets were stated on an historical cost basis rather than a fair value basis, at 31st December 2020 the cost would have been £499,634 (2019: £499,634), accumulated depreciation would have been £NIL (2019: £Nil) and the carrying value would have been £499,634 (2019: £499,634).

The closing net book value represents fixed assets used for:

	Freehold land & buildings £	Tools and equipment £	Motor vehicles £	Total 2020 £
Direct charitable purposes	655,245	1,227	1	656,473
Management and administrative purposes	72,805	-	-	72,805
	<u>728,050</u>	<u>1,227</u>	<u>1</u>	<u>729,278</u>

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16. Fixed asset investments

	Shares in group undertakings
	2020
Market value	£
At 1 January 2019 and 31 December 2020	1
Net book value	
At 31 December 2020	1
At 31 December 2019	1

There were no investments outside the UK.

The charitable company's investments at the balance sheet date in the share capital of companies include the following:

Demand SRM Limited – registered in England and Wales under number 07352263

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

17. Debtors

	2020	2019
	£	£
Trade debtors	250	550
Other debtors	16,033	3,605
Prepayments and accrued income	5,894	6,297
	22,177	10,452

18. Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	2,781	2,179
Accruals and deferred income	55,402	12,634
Taxation and social security costs	13,178	11,421
Other creditors	3,256	2,665
	74,617	28,899

Deferred income of £36,730 (2019: £3,230) included in accruals and deferred income represents restricted donations received in advance.

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19. Analysis of charitable funds

Analysis of movements in unrestricted funds

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan '20				31 Dec '20
	£	£	£	£	£
General Fund	228,539	455,853	(414,032)	-	270,360
Designated Fund	42,326	-	(2,590)	-	39,736
	270,865	455,853	(416,622)	-	310,096

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

Designated development fund in support of the charity's beneficiary growth plan.

	Balance	Incoming resources	Resources expended	Transfers & revaluations	Funds
	01 Jan '20				31 Dec '20
	£	£	£	£	£
Restricted funds					
Building fund	728,700	-	(650)	(1)	728,049
Plant and machinery fund	3,701	-	(964)	-	2,737
Workshop fund	18,187	-	-	-	18,187
Education & outreach fund	913	-	-	-	913
Motor vehicle Fund	3,815	-	-	1	3,816
	755,316	-	(1,614)	-	753,702
Total Funds	1,026,181	455,853	(418,236)	-	1,063,798

Building fund

The Building fund was established to provide for the purchase of the freehold building to house the charity due to the closure of Napsbury Hospital, from which it formerly rented premises.

Included in the Building Fund is a revaluation reserve and the balance at the Balance Sheet date was £230,160 (2019: £230,160).

Plant and machinery fund

The Plant and machinery Fund was established for the purchase of a vacuum moulding machine to enable the charity to mould large pieces of equipment for those with disabilities.

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19. Analysis of charitable funds - continued

Designated development fund	The Designated development fund was established in 2014 to fund investment in skills and equipment which would increase the charity's resilience, efficiency and capabilities to meet the challenges of the charity's beneficiary growth plan.
Education and outreach fund	The Education and outreach fund was established in 2014 to extend Demand's work with schools and Universities to increase awareness of the needs of disabled people, to promote best practice in assistive equipment design and to promote inclusivity in product design.
Workshop fund	The Workshop fund was established to hold funds given to carry out our work delivering equipment to our beneficiaries with a restriction attached (for example: a restriction relating to a specific condition, age group or geography).

Analysis of Net Assets by fund

Fund balances at 31st December 2020 are represented by:

	Unrestricted	Restricted	Total
	£	£	£
Tangible assets	1	729,277	729,278
Investments	1	-	1
Net current assets	310,094	24,425	334,519
Total	310,096	753,702	1,063,798

20. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2020	2019
	£	£
Contributions payable by the company for the year	17,250	14,832

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21. Limited liability status

The charitable company is limited by guarantee and has no share capital. Every member guarantees that, if the charity is dissolved while he or she remains a member or within 12 months afterwards, to pay up to £1 towards the costs of dissolution and the liabilities incurred by the charity while the contributor was a member.

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 Total	2019 Total
	£	£
Net movement in funds	37,617	(45,840)
Add back depreciation charge	4,205	4,845
Deduct interest income from investing activities	(1)	(1,119)
Deduct net proceeds from the sale of fixed assets	-	-
Decrease (Increase) in stock	(2,418)	(535)
Decrease (Increase) in debtors	(11,725)	6,145
Increase (decrease) in creditors	45,718	(13,089)
Net cash used in operating activities	73,396	(49,593)

23. Analysis of changes in net funds

	01 Jan 2020	Cash Flows	31 Dec 2020
	£	£	£
Cash at bank and in hand	304,943	73,396	378,339