



**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

Contents of the Report of the Trustees and Financial Statements for the year ended 31 December 2023

	Page
Reference and administrative details	1
Strategic Report	2 to 9
Report of the Trustees	10 to 13
Report of the Independent Auditors	14 to 17
Statement of Financial Activities	18
Balance Sheet	19
Statement of Cash Flows	20
Notes to the Financial Statements	21 to 34

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.

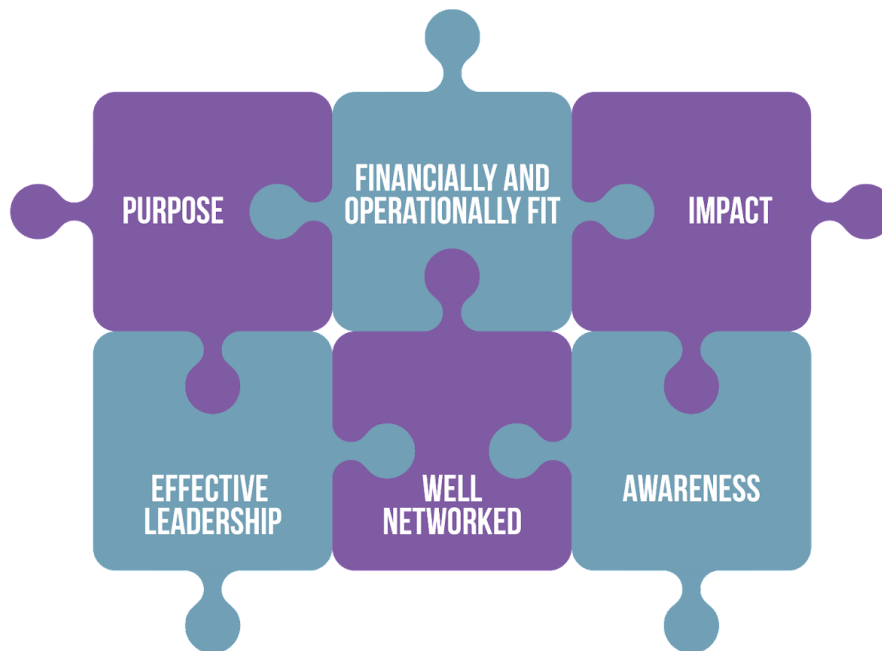
Inflation is a challenge, and we have experienced significant price increases affecting everything from sub-contract costs through to materials and consumables which, when coupled with a difficult fundraising year and the bringing forward of necessary strategic expense, resulted in a deficit which was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

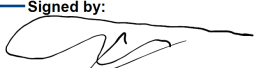
Data protection

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

5B81E2DB594B44F

(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