



**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

	<b>Page</b>
Reference and administrative details	1
Report of the Trustees (including Directors' Report)	2 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 36

**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY****Reference and administrative details  
for the year ended 31 December 2024**

<b>Status</b>	The organisation is a charitable company limited by guarantee and not having share capital registered as a charity on 21 <sup>st</sup> July 1980 and incorporated on 17 <sup>th</sup> December 1991.
<b>Governing Document</b>	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.
<b>Company Registration Number</b>	2671913 (England & Wales)
<b>Charity Registration Number</b>	1008128 (England & Wales)
<b>Registered Office and Principal Office</b>	c/o Building Bloqs, 2 Anthony Way, London N18 3QT
<b>Chair of Trustees</b>	Stephen Miller (appointed 01/03/2024)
<b>Trustees</b>	Neil Chitty Victoria Lyons Thomas Mercer Andrew Parsons John Plunkett Katherine White
<b>Principal Staff</b>	Gary Evans – Chief Executive (Resigned 04/04/25) Mike Smith – Chief Executive (Appointed 14/07/25)
<b>Company Secretary</b>	Frances Evans (Resigned 04/04/25)
<b>Bankers</b>	Barclays Bank UK PLC, Leicester, LE87 2BB
<b>Legal Advisors</b>	Sherrards Solicitors LLP, 1-3 Pemberton Row, London EC4A 3BG
<b>Independent Auditors</b>	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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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)

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

- 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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

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

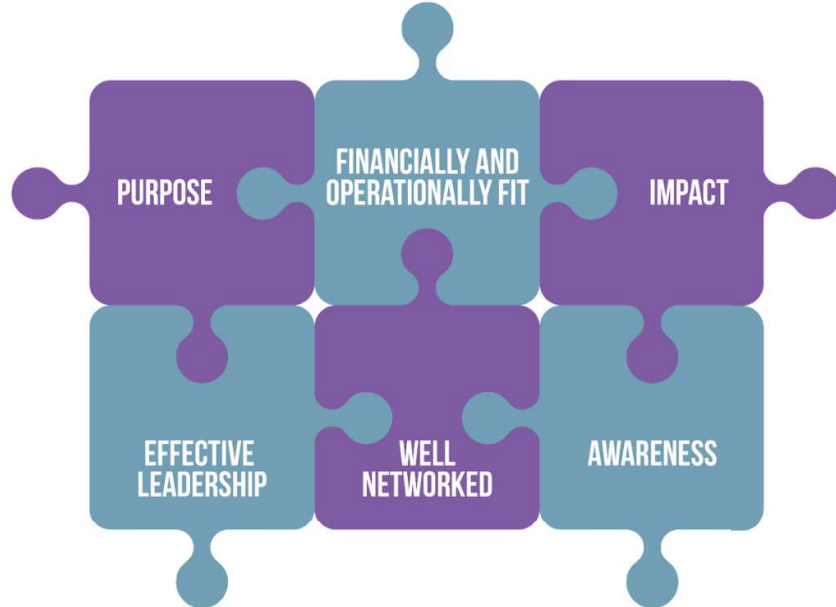
## Future plans

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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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,

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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.

## DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

### 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 1<sup>st</sup> March 2024)

Neil Chitty

Victoria Lyons

Thomas Mercer (resigned 31<sup>st</sup> March 2025)

Andrew Parsons

John Plunkett

Anthony Soothill (resigned 25<sup>th</sup> 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...

.....  
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

**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**

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 2024**

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

**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**

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

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

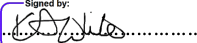
**DEMAND DESIGN AND MANUFACTURE FOR DISABILITY**  
**Balance Sheet**  
**for year ending 31 December 2024**

	Notes	2024 Total funds £	2023 Total funds £
<b>Fixed assets:</b>			
Tangible assets	15	5,723	9,822
Investments	16	1	1
<b>Total fixed assets</b>		<b>5,724</b>	<b>9,823</b>
<b>Current assets:</b>			
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
<b>Total current assets</b>		<b>1,115,840</b>	<b>1,306,776</b>
<b>Liabilities:</b>			
Creditors: Amounts falling due within one year	20	(110,071)	(155,636)
<b>Net current assets</b>		<b>1,005,769</b>	<b>1,151,140</b>
<b>Total assets less current liabilities</b>		<b>1,011,493</b>	<b>1,160,963</b>
<b>Net assets</b>		<b>1,011,493</b>	<b>1,160,963</b>
<b>The funds of the charity:</b>			
Unrestricted funds	21	427,749	598,027
Designated development fund		39,736	39,736
Restricted income funds		544,008	523,200
<b>TOTAL FUNDS</b>		<b>1,011,493</b>	<b>1,160,963</b>

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)
<b>Cash used in operating activities</b>	<b>(212,441)</b>	<b>22,496</b>	<b>(189,945)</b>	<b>(154,504)</b>
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
<b>Cash Generated from Operations</b>	<b>(216,689)</b>	<b>113,602</b>	<b>(103,087)</b>	<b>(136,753)</b>
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)
<b>Net Cash from Investing Activities</b>	<b>44,574</b>	<b>0</b>	<b>44,574</b>	<b>256,674</b>
	0	0	0	0
<b>Net Cash from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(Decrease)/Increase in Cash</b>	<b>(172,115)</b>	<b>113,602</b>	<b>(58,513)</b>	<b>119,921</b>
Cash at the beginning of the year	649,357	18,715	668,072	548,151
<b>Total cash at the end of the year</b>	<b>477,242</b>	<b>132,317</b>	<b>609,559</b>	<b>668,072</b>

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
----------------------------	----------------

**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
<b>3. Donations and legacies</b>		£
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
<b>4. Charitable activities</b>	£	£
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
<b>5. Investment income</b>	£	£
Interest received gross	44,524	18,806
	44,524	18,806

	2024	2023
<b>6. Other income</b>	£	£
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
<b>7. Expenditure on raising funds</b>	£	£
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
<b>Total</b>	<b>169,025</b>	<b>195,839</b>	<b>7,054</b>	<b>45,578</b>	<b>-</b>	<b>18,139</b>	<b>58,629</b>	<b>494,264</b>

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
<b>Total</b>	<b>227,719</b>	<b>108,920</b>	<b>(41)</b>	<b>30,191</b>	<b>3,532</b>	<b>15,653</b>	<b>29,855</b>	<b>415,829</b>

**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.

	<b>Basis of apportionment</b>	<b>General support</b>	<b>Governance</b>	<b>Total 2024</b>
		<b>£</b>	<b>£</b>	<b>£</b>
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
<b>Total</b>		<b>30,897</b>	<b>41,700</b>	<b>72,597</b>
		<b>Fundraising</b>	<b>Charitable activities</b>	<b>Total 2024</b>
		<b>£</b>	<b>£</b>	<b>£</b>
General Support		385	30,512	30,897
Governance		523	41,177	41,700
<b>Total</b>		<b>908</b>	<b>71,689</b>	<b>72,597</b>

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

	<b>Basis of apportionment</b>	<b>General support</b>	<b>Governance</b>	<b>Total 2023</b>
		<b>£</b>	<b>£</b>	<b>£</b>
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
<b>Total</b>		<b>43,234</b>	<b>46,780</b>	<b>90,014</b>

**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
<b>Total</b>	<b>1,113</b>	<b>88,901</b>	<b>90,014</b>

	2024	2023
	£	£
<b>10. Net expenditure for the year</b>		
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
<b>12. Staff costs</b>	<b>£</b>	<b>£</b>
Salaries and wages	299,378	265,020
Social security costs	33,783	24,878
Pension costs	14,506	12,379
	<b>347,667</b>	<b>302,277</b>

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
	<b>6</b>	<b>5</b>

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
	<b>£</b>	<b>£</b>
Gross salaries	131,248	133,925
Company pension contributions	6,250	5,952
<b>Aggregate compensation</b>	<b>137,498</b>	<b>139,877</b>

**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**

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

	<b>2024</b>
<b>Market value</b>	<b>£</b>
At 1 January 2024 and 31 December 2024	<b>1</b>
<b>Net book value</b>	<b>1</b>
At 31 December 2024	<b>1</b>
At 31 December 2023	<b>1</b>

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

<b>Class of share:</b>	<b>% holding</b>
Ordinary	100%

**17. Stocks**

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

**18. Debtors**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>351</b>	26
Other debtors	<b>13,887</b>	26,873
Prepayments and accrued income	<b>59,337</b>	57,229
	<b>73,575</b>	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 01 Jan 23 £	Incoming resources £	Resources expended £	Transfers & revaluations £	
	General Fund	259,946	299,045	(427,155)	
Designated Fund	39,736	-	-	-	39,736
	<b>299,682</b>	<b>299,045</b>	<b>(427,155)</b>	<b>466,191</b>	<b>637,763</b>

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 01 Jan 24 £	Incoming resources £	Resources expended £	Transfers & revaluations £	
	<b>Restricted funds</b>				
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
	<b>523,200</b>	56,866	(36,058)	-	<b>544,008</b>
<b>Total Funds</b>	<b>1,160,963</b>	<b>388,246</b>	<b>(537,716)</b>	-	<b>1,011,493</b>

**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 £	£	£	£	
<b>Restricted funds</b>					
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
	<b>989,391</b>	24,241	(24,241)	(466,191)	<b>523,200</b>
<b>Total Funds</b>	<b>1,289,073</b>	<b>323,286</b>	<b>(451,396)</b>	-	<b>1,160,963</b>

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 31<sup>st</sup> 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
<b>Total</b>	<b>467,485</b>	<b>544,008</b>	<b>1,011,493</b>

Fund balances at 31<sup>st</sup> 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
<b>Total</b>	<b>637,763</b>	<b>523,200</b>	<b>1,160,963</b>

**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	<b>14,506</b>	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
	<b>£3,062</b>

**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 £
<b>Adjustments to prior year</b>	<b>19</b>	
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.