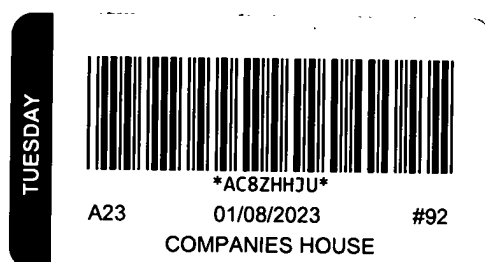


Registered Company Number: 02671913 (England and Wales)

Registered Charity Number: 1008128

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

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



DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Reference and administrative details for the year ended 31 December 2022

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

Our purposes and activities

The objects of the charity are stated as:

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

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

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

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

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

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

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

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

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

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

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

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

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

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

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

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

Inclusive sports equipment (Boccia)

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

Online tools

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

Student Support

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

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

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

Helpline

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

Performance and achievements

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

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

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

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

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

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

Key Performance Indicators

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

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

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

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

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

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

Future plans

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

The building blocks of our future plans are;

Co-operation

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

Capability

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

Community

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

Championing

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

Principal risks and uncertainties

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

The Trustees have a risk management strategy which comprises:

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

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

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

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

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

Data protection

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

That personal data is

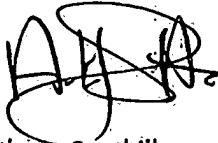
- a) processed lawfully, fairly and in a transparent manner in relation to individuals;
- b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

Strategic Report for the year ending 31 December 2022

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

On behalf of the board:

A handwritten signature in black ink, appearing to be 'AS', written over a circular stamp or seal.

Anthony Soothill
Chair of Trustees

.....
Date 20 July 2023

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

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

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 as amended for accounting periods commencing from 1 January 2019).

Chair's summary

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

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

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

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

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

Public benefit

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

Throughout 2022 we provided the following services:

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

Ensuring our work delivers our aims

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

Looking forward – Objectives for 2023

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

Reserves policy

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

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

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

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

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

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

Structure, Governance and Management

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

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

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

Pay policy for senior staff

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

Trustees

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

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

Board Sub-committees

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

Recruitment and Appointment of New Trustees

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

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

Statement of Trustees' Responsibilities

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

In preparing those financial statements, the Trustees are required to:

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY

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

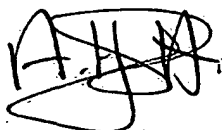
Statement as to Disclosure of Information to Auditors

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

Going concern

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

On behalf of the board:



Anthony Soothill
Chair of Trustees

.....
Date 20 July 2023

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

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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

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

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

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

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

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

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

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

DEMAND DESIGN AND MANUFACTURE FOR DISABILITY
(A Company Limited by Guarantee)
Independent auditors' report to the trustees of DEMAND Design and Manufacture for Disability
for the year ending 31 December 2022 (continued)

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

Use of our report

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

Engin Zekia

Engin Zekia FCA (Senior Statutory Auditor)

for and on behalf of Gerald Edelman LLP

20 July 2023

Chartered Accountants
Statutory Auditor

73 Cornhill
London
EC3V 3QQ

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

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

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

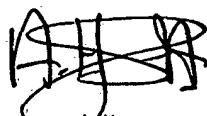
The notes on pages 21 to 35 form part of the financial statements

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

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

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

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



Anthony Soothill
Chair of Trustees

.....
Date 20 July 2023

Registered Company Number: 02671913

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

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

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

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

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

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

Notes on the accounts

1. Accounting policies

Charity information

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

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

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102 as amended for accounting periods commencing after 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

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

Preparation of the accounts on a going concern basis

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

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

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

Income

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

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

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

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

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

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

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

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

Interest receivable

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

Fund accounting

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

Expenditure and irrecoverable VAT

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

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

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

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

Allocation of support costs

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

Operating leases

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

Tangible fixed assets

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

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

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

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

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

Stock

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

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

Debtors

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

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

1. Accounting policies – continued

Cash at bank and in hand

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

Creditors and provisions

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

Pensions

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

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

Taxation

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

Financial instruments

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

Critical accounting estimates and judgements

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

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

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

	2022	2021
	£	£
2. Donations and legacies		
Donations	307,986	359,689
	<u>307,986</u>	<u>359,689</u>

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

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

	2022	2021
	£	£
4. Other trading activities		
Other trade revenue	-	1,477
	<u>-</u>	<u>1,477</u>

	2022	2021
	£	£
5. Investment income		
Interest received gross	1,075	15
	<u>1,075</u>	<u>15</u>

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

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

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

	2022	2021
	£	£
7. Expenditure on raising funds		
Fundraising	41,402	37,491
	<u>41,402</u>	<u>37,491</u>

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

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

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

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

8. Analysis of expenditure on charitable activities

Key to activity headings

[CE] Custom equipment [ODP] Other DEMAND products

[SRM] Specialist equipment repair

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

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

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

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

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

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

9. Analysis of governance and support costs

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

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

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

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

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

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

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

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

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

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

11. Trustees' remuneration and benefits

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

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

Trustees' expenses

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

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

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

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

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

12. Staff costs – continued

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

	2022	2021
Production staff	5	5
Fundraising	0	0
Management and administration	1	1
Marketing	1	1
	<u>7</u>	<u>7</u>

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

	2022	2021
£70,001 – £80,000	1	1

Remuneration of key management personnel

The remuneration of key management personnel is as follows:

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

13. Related party transactions

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

14. Corporation tax

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

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15. Tangible fixed assets

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

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

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

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

The closing net book value represents fixed assets used for:

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

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16. Fixed asset investments

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

There were no investments outside the UK.

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

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

Nature of business: Dormant

Class of share:	% holding
Ordinary	100%

17. Debtors

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

18. Creditors: amounts falling due within one year

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

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

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19. Analysis of charitable funds

Analysis of movements in unrestricted funds

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

General Fund

The 'free reserves' after allowing for all designated funds

Designated Fund

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

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

Building fund

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

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

Plant and machinery fund

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

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19. Analysis of charitable funds – continued

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

Analysis of Net Assets by fund

Fund balances at 31st December 2022 are represented by:

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

20. Pension commitments

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

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

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21. Limited liability status

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

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

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

23. Analysis of changes in net funds

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