



**GORDON  
MOODY**



---

# TRUSTEES' ANNUAL REPORT

---

FOR THE YEAR ENDED  
31 MARCH 2025

---



**GORDON  
MOODY**

**TRUSTEES' ANNUAL REPORT  
2024-2025**



<b>CHAIR'S INTRODUCTION</b>	4-5
<b>STRATEGIC REPORT</b>	6-18
<b>PUBLIC BENEFIT</b>	19
<b>LOOKING TO THE FUTURE</b>	20-21
<b>ORGANISATIONAL STRUCTURE, GOVERNANCE &amp; MANAGEMENT</b>	22
<b>FINANCIAL REVIEW</b>	23-24
<b>TRUSTEES' RESPONSIBILITIES STATEMENT</b>	25
<b>INDEPENDENT AUDITORS' REPORT</b>	26
<b>STATEMENT OF FINANCIAL ACTIVITIES</b>	30
<b>BALANCE SHEET</b>	31
<b>STATEMENT OF CASH FLOWS</b>	32
<b>NOTES TO THE FINANCIAL STATEMENTS</b>	33

## REFERENCE AND ADMINISTRATIVE DETAILS

---

<b>Company Number</b>	06302768 England and Wales
<b>Charity Number</b>	1124751
<b>Principal Office</b>	Gordon Moody Association Unit 3 1 Castle Court Castlegate Way Dudley West Midlands DY1 4RD
<b>Director &amp; Trustees</b>	Nazir Badat (Chair) Adam Fairhead (Treasurer) Claire Arnold Jonathan Duffy (appointed May 2024) Dr. Ryan Kemp Annika Lindberg Dr. John McAlaney Adam McLaughlin Robert Panou (retired April 2024) Willem Van Oort (retired April 2025)
<b>Senior Management</b>	Monica Shafaq (Chief Executive Officer) Julia Herdman (Finance Director) Lucy Bennett (HR Director) Jon Murray (Operations Director) Dr. Rosalind Baker-Frampton (Clinical Director) Ryan Murphy (Commercial Director)
<b>Auditors</b>	UHY Hacker Young (Birmingham) LLP 9-11 Vittoria Street Birmingham B1 3ND
<b>Bankers</b>	CAF Bank 25 Kings Hill West Malling Kent ME19 4JQ
<b>Solicitors</b>	Trowers and Hamblins LLP 3 Bunhill Row London EC1Y 8YZ

# 1. CHAIR'S INTRODUCTION

Welcome to Gordon Moody's annual report and accounts for the year ended 31 March 2025.

We look back on a year of significant shifts and achievements at Gordon Moody in our work to treat the country's most troubled gamblers. It is profoundly sad that there is an increasing need to support those with gambling addiction and whose families suffer gambling harm. The work done at Gordon Moody leads the way in the treatment and rehabilitation of those affected. It's isn't photogenic, but it is necessary and transformational. The more work our teams do, the more evidence we gather about why are programmes are so effective. This allows us to lead the way in a professional, evidence based approach to care at each key stage of the gambler's journey.

Key achievements include the opening of our fabulous new treatment centre in Redditch, our increased bed occupancy as well as the positive feedback, and continued support we get from our residents. 100% of those completing treatment say life is better post-treatment, 93% report improvement in their loved ones' lives, 93% are in active recovery and 79% are gamble-free after leaving Gordon Moody. The Trustees are immensely proud and grateful of the whole Gordon Moody team for delivering these results.

This is a great foundation for the year ahead. The big funding transition to put care for those suffering with Gambling Addiction at the heart of Public Health is to be welcomed. As a charity that employs many therapists we see the harm this addiction causes not just to those afflicted but also to at least seven other people around them. This is a Public Health challenge, impacting all generations in families. We are excited to be part of this change.



Our strategy, as we move into this new world is to use our residential bases to build out our flexible Retreat & Counselling service, providing support to Gamblers earlier in their addiction and a service that is inclusive to all – this includes developing opportunities in Scotland and Wales. We are also working hard to raise awareness of Gambling harm through our workplace training programmes.

Nevertheless, change is always a challenge. Like many charities we operate on a tight annual budget, with minimal reserves. As Trustees we are focused in the year ahead on managing the risks of a potential funding gap shortfall in Q4, of a commissioning hiatus in the handover and of fragmentation in the clinical pathway. There is £30m of risk across the whole sector.

Our focus is to serve those in need. We ask you, our supporters, and our programme graduates, to join with us to ensure the smoothest possible transition.



Claire Arnold  
Acting Chair of Trustees

# 2. STRATEGIC REPORT

## CHARITABLE OBJECTIVES

---

Gordon Moody was established in 1971 and the objectives of the charity are:

- To provide relief to those suffering from gambling-related harms.
- To conduct research into its causes, effects, and alleviation.
- To educate the public accordingly in all respects.

To achieve the objectives stated above, Gordon Moody:

- Provides residential treatment facilities for people of all genders.
- Provides retreat & counselling programmes for men and women.
- Provides support and counselling to affected others.
- Produces research and engages in public policy settings.
- Provides gambling and mental health related training

In last year's report, we highlighted the uncertainty facing our sector following the publication of the Government's Gambling White Paper. As this financial year began, the potential impact on Gordon Moody remained unclear. However, we remained focused on what we could control - continuing to strengthen our services and ensuring we were best placed to support those experiencing severe gambling harm.

At the start of the year, we launched our new three-year strategy. We are pleased with the strong foundations laid during this first year and the positive momentum we've built. While there is still work ahead, we are firmly on track to deliver against our strategic ambitions.



## OUR VISION

Where everyone affected by gambling harm has access to quality, person-centred services to help them reclaim and rebuild their lives.

## OUR MISSION

Provide effective and quality services to people affected by gambling and to use our expertise to be key influencers in the sector.

## STRATEGIC OBJECTIVES

### Improve Financial Sustainability & Diversify Income

We will be a financially sustainable organisation with a diverse range of income streams

We will ensure that we offer value for money for the services we deliver and those that we procure

We will ensure that costs and cash flow are in line with set budgets and that we build our reserves to protect our longevity

### Maintain & Develop Excellent Services

We will set the standard for delivering services to those who are affected by gambling

We will use our expertise and data to diversify the range of our services and commercial offer

We will meet or exceed our KPI's ensuring that all our services are person centred and achieve long term recovery for our service users

### Become The Organisation Of Choice

Our unrivalled experience and expertise in the gambling support sector will secure us as the organisation of choice for those who wish to work or collaborated with the sector and for those who need our services

We will use our knowledge and expertise to influence positive change in the sector

### Be A Great Place To Work

We care about our people. We will invest in and retain a skilled, passionate and dedicated workforce and challenge them to grow through embedded learning and development opportunities and support.

## OUR VALUES

---

Our Values are at the heart of everything we do. They describe how we interact with each other and the people we support every day.

P

### PASSIONATE

We are diligent and committed to making a difference to those who use our services.

R

### RESPECTFUL

We have an inclusive culture and are committed to equality for our staff, volunteers, partners and those who use our services.

O

### OPEN

We strive for continuous improvement based on the feedback received from those who use our services, our workforce and stakeholders.

U

### UNITED

We work with policy makers, funders and other decision makers to make gambling safer and to ensure that services are relevant, appropriate and effective for those who need them.

D

### DYNAMIC

We are innovative and flexible in our approach in order to meet the needs of our organisation and those that use our services.



## ACTIVITIES



### NEW TREATMENT FACILITY

In November 2024, Gordon Moody proudly opened the doors to its newly renovated treatment facility in Redditch, Gordon Moody House. We were delighted to have local football legend Steve Bull officially open the centre and cut the ribbon, marking an important milestone in our mission to expand access to life-changing support.

The opening of Gordon Moody House has added 28 residential beds to our treatment portfolio and enables us to explore a mixed-gender facility that is inclusive of transgender individuals. This development is in response to research showing that transgender people face a higher risk of experiencing severe gambling harm, yet are significantly less likely to access treatment. Our aim is to break down barriers and ensure that support is accessible, inclusive, and tailored to the needs of all individuals affected by gambling-related harms.

### STRENGTHENING OUR STRATEGIC PARTNERSHIPS AND SECTOR LEADERSHIP

In 2024/25, Gordon Moody continued to play an active and influential role across the National Gambling Support Network (NGSN), working closely with partners to improve outcomes for those experiencing gambling-related harm.

We attended multiple NGSN Regional Boards and participated in four quarterly GambleAware review meetings, reinforcing our commitment to transparency, collaboration, and sector-wide learning. We also presented at key events, including the NGSN Southend Event, where we shared the importance of residential treatment within a population health context. Additionally, we played an active role in the planning of the London NGSN event, aimed at engaging commissioners and health and social care stakeholders on the broader impacts of gambling harm.



- Contributed to the NGSN Evaluation to help define the strategic blueprint for future service delivery.
- Participated in the NGSN Strategy Day at GamCare's London offices to inform national priorities for the sector.
- Submitted our revised Risk Threshold Governance to GambleAware and provided formal feedback to both the CQC and GambleAware through the External Expert Advisory Group.
- Actively contributed to the Gambling Advertising Reform Summit to ensure residential services are reflected in policy development.
- Shared organisational insight and clinical perspectives through the Royal College of Psychiatrists' podcast.
- Supported national sector development through participation in GambleAware's Risk and Safeguarding Working Group, Model of Care Working Group, and the Complex Needs Shared Learning & Quality Forum.
- Provided strategic and clinical input at the Birmingham NGSN System Mapping Meeting to support integrated care pathways.

We formally established joint working agreements with both BetKnowMore and EPIC Restart, building on previous informal partnerships. These agreements ensure structured peer referrals and sustained wraparound support for individuals completing residential treatment. In July, our senior leadership teams met with BetKnowMore to further embed shared learning and alignment of services. These relationships have directly supported the expansion of peer-led elements throughout our treatment pathway and opened up new opportunities for volunteering, mentoring, and ongoing engagement in recovery.

We also began collaborative conversations with ARK House and BAC O'Connor to explore integrated care pathways for individuals experiencing co-occurring gambling and substance misuse issues.

## SERVICE DEVELOPMENT MILESTONES

One of our most significant achievements this year was the launch of our new 28-bed residential treatment facility in Redditch—the first of its kind in the UK dedicated solely to gambling addiction. The facility provides a fully integrated programme of support including individual and group therapy, trauma-informed care, and life skills development. The opening days were a great success, drawing interest from commissioners, partners, and members of the local community.

In parallel with external engagement, we took part in a pilot review led by the Care Quality Commission (CQC) in June 2024, commissioned by the Gambling Commission and supported by GambleAware. While the timing coincided with internal change at Gordon Moody, we welcomed the opportunity to contribute to the development of a national quality framework for gambling treatment.



Feedback from the CQC was highly positive and affirmed our ongoing work to strengthen governance, safeguarding, and treatment effectiveness.

Additionally, GambleAware carried out a comprehensive Quality Review, during which we were able to clearly evidence our ability to manage risk and support people throughout their treatment and recovery journey.

## LOOKING AHEAD

As we continue to grow and innovate, our focus remains on building integrated, trauma-informed, and accessible services that respond to the complex needs of those we support. Strengthening strategic partnerships and championing system-level reform will remain central to our approach in the year ahead.

## FUNDRAISING

We saw several heroic fundraising endeavours during the year. Several of our Alumni challenged themselves to raise money for Gordon Moody and one of our Trustees showed his dedication to the cause by taking part in a boxing competition to raise funds. We thank them all for their passion, commitment, and unwavering belief in the importance of supporting people on their journey to recovery.

We were also delighted to host our inaugural Gala Dinner at the prestigious St George's Park, bringing together supporters from a wide range of backgrounds. The evening was expertly hosted by the brilliant Ben Hanlin, with an inspiring keynote from former footballer John Hartson, whose powerful story resonated deeply with our mission. We're thrilled that John will be working with us more closely in the months and years ahead, helping us raise awareness that recovery is possible, with the right support, even in the darkest of times.

This growing emphasis on individual fundraising marks a strategic shift in our approach, one that not only celebrates the passion and creativity of our supporters, but also serves as a vital proof of concept for the future. As we face a changing commissioning landscape and the likelihood of reduced corporate fundraising support, it is essential that we test and scale new fundraising models that are sustainable, diverse, and community driven. By investing in individual giving and donor engagement now, we are laying the groundwork for a more resilient and adaptable funding base. One that can support our life-changing services regardless of external fluctuations.

## ALUMNI

In March 2025, we held our first graduation ceremony at Gordon Moody House. This was a meaningful celebration recognising the achievements of both men and women who completed all three phases of our new treatment programme. It was a deeply humbling experience to hear our alumni share their powerful and moving stories, offering a poignant reminder of the devastating impact gambling harm can have on individuals and their families.

We are incredibly grateful to them for their courage and generosity in sharing their journeys, not only with us but also with those currently progressing through the programme. We will continue to celebrate these successes by holding regular graduation ceremonies at Gordon Moody House throughout the year.

## TERMINAL FILM

As part of our commitment to raising awareness through lived experience, we partnered with No Trace to produce 'Terminal' a powerful and thought-provoking short film that explores one man's descent into gambling addiction through fixed-odds betting.

Storytelling is one of the most impactful tools we have to challenge stigma, spark understanding, and give voice to those who are often unheard. Terminal brings to life the hidden realities of gambling harm in a way that data alone cannot.

The film is currently being showcased at several film festivals, helping to drive crucial conversations and broaden public awareness of this growing issue.

## AWARENESS

On 26th March, Gordon Moody launched the first-ever International Gambling Harms Awareness Day, a bold step in breaking the silence around one of the most hidden and misunderstood addictions. The day generated national media coverage, shining a spotlight on the vital work we do and amplifying the voices of those affected.

As part of the launch, we announced former professional footballer Dean Sturridge as our first official Gordon Moody Ambassador. Dean bravely shared his personal experience of gambling harm, reminding us that with the right help, even the darkest chapters can lead to recovery and hope.

We are delighted to have Dean's support and look forward to working closely with him to raise awareness, challenge stigma, and ensure that no one faces gambling harm alone. International Gambling Harms Awareness Day will now be a permanent fixture in our calendar, a powerful annual reminder that lives can be rebuilt, and stories can be rewritten.



# ACHIEVEMENTS

---

## EVOLVING OUR MODEL OF CARE TO ENHANCE ACCESS, INTEGRATION, AND OUTCOMES

A key strategic achievement this year has been the transformation of our Model of Care into a streamlined, three-phase pathway, delivering a more integrated and accessible treatment experience across both our male and female programmes.

This restructured model provides a full 18 weeks of continuous support through the following phases:

- **Phase 1: Pre-Treatment** – Remote engagement, including online therapeutic support and co-produced, personalised recovery planning.
- **Phase 2: Residential Treatment** – A focused six-week therapeutic programme delivered within our residential centres.
- **Phase 3: Post-Treatment Support** – Ongoing recovery support including relapse prevention sessions, access to lived experience groups, and tailored one-to-one input from recovery workers or therapists.

This new model delivers several strategic benefits:

- **Alignment across services**, enabling consistency, quality, and equity of access for men and women.
- **Improved accessibility**, reducing the length of residential stay from 14 weeks to 6 weeks for men, lowering barriers for those unable to commit to extended time away from families, work, or other responsibilities.
- **Enhanced integration of lived experience**, embedding our peer workforce and alumni network into all stages of the care pathway to provide meaningful, relatable support.
- **Improved system responsiveness**, enabling more efficient use of residential capacity while maintaining robust continuity of care.

Early indicators suggest this model is already expanding access and improving engagement for individuals previously excluded by the length of stay requirements, supporting our broader ambition to remove barriers and reach those most in need.

## TRAINING & DEVELOPMENT

The past year marked a period of strategic realignment and professionalisation for Gordon Moody, with significant developments across staffing, training, and recruitment. These changes were guided by our commitment to delivering high-quality, sustainable services aligned with our evolving treatment model and organisational values.

Professional development remained central to our transformation efforts. We invested in training that supports both clinical excellence and organisational resilience, including:

- A refreshed induction programme tailored to our revised service structure and values.
- Specialist training in trauma-informed care, safeguarding, gambling-specific treatment models, and group facilitation.
- Continued development for managers, including accreditation from PTS as an Empowered Organisation and people management training to support our future leaders.
- Maintaining high levels of compliance in core areas such as safeguarding, GDPR, and equality & diversity.

Staff were also supported to attend sector events, external CPD, and peer learning opportunities as part of our culture of continuous improvement.

Over the coming year, our focus will be on:

- Embedding our new HR and people system to enhance data driven people management and staff experience.
- Supporting our teams through further development as we evolve our treatment model.
- Driving our Equality, Diversity & Inclusion commitments with a structured action plan and strategy.
- Strengthening internal talent development to build long-term sustainability and leadership capability.

Our people are at the core of delivering meaningful recovery outcomes. We are proud of the dedication, professionalism, and adaptability shown by our staff during this year of meaningful transition.



## EXPANDING ACCESS THROUGH ON-SITE DELIVERY OF THE R&C PROGRAMME

This year, we successfully piloted the delivery of our Retreat & Counselling (R&C) programme directly from our residential sites. This strategic shift has enabled us to gain greater operational control and workforce flexibility, enhancing our ability to respond to fluctuating levels of demand and ensure consistent service delivery.

Crucially, this change has significantly reduced waiting times for women accessing the R&C programme. As a result, we are now supporting more women than ever through this intensive therapeutic intervention.

The success of this trial has informed the next phase of our development: exploring how the R&C model can be delivered flexibly across the UK. This work will ensure that individuals experiencing the most acute forms of gambling harm—regardless of geography—can access the right support, at the right time, in the right setting.

## AFFECTED OTHERS

We continue to offer six sessions of counselling, along with family therapy and weekly affected others' groups to those whose loved ones are in treatment with us. We are working with the University of Gibraltar to evaluate support for affected others and offer recommendations.

## RESEARCH

We presented research findings on the efficacy of our treatment programmes at Current Advances in Gambling Research in Amsterdam, International Conference for Behavioural Addictions in Gibraltar and Royal College for Psychiatrists in London.

We published a research paper in collaboration with the universities of Lincoln, Nottingham and King's College London showcasing the impact of our women's residential centre. We were funded to run a research programme with University of Bournemouth investigating barriers to treatment for gambling harm in women from BAME backgrounds which is currently being written up. We have also contributed to research by the University of Plymouth, who are developing a new measure for gambling harm.

We were successful in obtaining funding for a PhD placement with the University of Birmingham. A PhD student will start in September 2025 to investigate the impact of the menstrual cycle on women's gambling behaviours.

We appointed a Data Analyst to support additional research.

Other projects are also currently in development.

## TRAINING

We developed and launched our CPD-accredited Gambling Support First Aid (GSFA) programme, a pioneering training initiative designed to equip professionals and frontline workers with the skills, knowledge, and confidence to identify and respond to gambling-related harm in communities and places of work. GSFA bridges the gap between awareness and action, enabling participants to offer timely, compassionate support and effective signposting. With plans for delivery both across the UK and internationally, this programme represents a major step forward in creating a global network of informed responders committed to tackling gambling harm and supporting recovery at every level.

## IT SECURITY

Recognising the growing threat of cybercrime and the importance of safeguarding sensitive data, Gordon Moody took decisive steps to strengthen its IT security infrastructure. Following a competitive tender process, we appointed a specialist provider to lead a comprehensive programme focused on both technical enhancement and organisational awareness.

This partnership has not only improved our cyber resilience but also embedded a stronger culture of digital safety across the organisation, with staff receiving targeted training to identify and respond to potential threats. As part of this work, all IT protocols were rigorously reviewed and updated. In March 2025, we were proud to achieve Cyber Essentials certification, marking a key milestone in our commitment to protecting our systems, data, and the people we support.





# PERFORMANCE

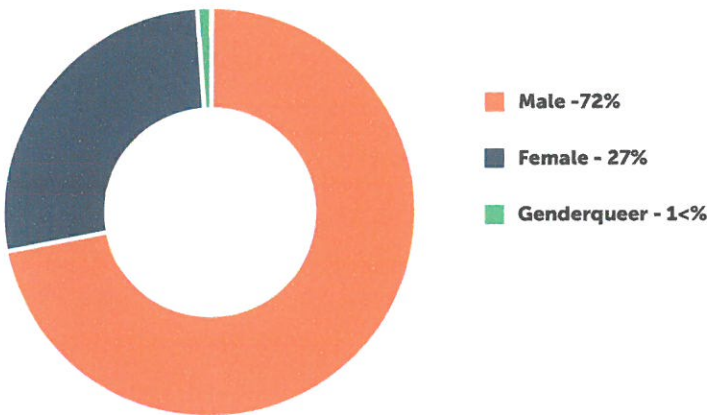
## OVERVIEW

- Between 1st April 2024 and 31st March 2025 we received 965 applications.
- 155 of these applicants were from people who have applied before, and 70 had received treatment from us before.
- We conducted clinical interviews with 437 applicants and accepted 377 for our treatment programmes.
- 201 people started treatment with us.
- 80% of people successfully completed treatment.



## SERVICE USERS BY GENDER

Of the 201 service users who started treatment in 24/25:



- 63% of women had an additional MH diagnosis, compared to 53% of men.
- 35% of women had attempted suicide, compared to 24% of men.
- 3% of men accidentally or deliberately overdosed drugs/ alcohol whilst 2% of women accidentally or deliberately overdosed drugs/ alcohol.
- 36% of men had contact with the criminal justice system, and 22% had been convicted of an offence.
- 24% of women had contact with the criminal justice system and 17% had been convicted of an offence.

## CHANGE TO PGSI SCORE

We use the Problem Gambling Severity Index (PGSI) as a key assessment tool when individuals apply for treatment. A PGSI score of 8 or above indicates problem gambling, where a person is likely to have experienced significant negative consequences and a potential loss of control over their gambling behaviour. While gambling involvement can vary, scores in this range typically reflect high levels of engagement and harm.

The tables below highlight the measurable impact of Gordon Moody's treatment programmes, demonstrating the positive outcomes achieved by those who have engaged with our services.

### Change In PGSI By Age:

Age	18-24	25-34	35-44	45-54	55-64	65+
PGSI Start	18	21.03	19.17	20.08	18.86	15.67
PGSI End	4.5	5.55	5.63	3.75	5.29	3
Change in PGSI	13.50	15.48	13.54	16.33	13.57	12.67

### Change In PGSI By Sex:

Sex	Male	Female
PGSI Start	19.92	19.77
PGSI End	5.36	4.92
Change in PGSI	14.56	14.85

### Change In PGSI By Service:

Service	Men's R	Women's R	Men's R and C	Women's R and C
Start	19.76	20.2	20.39	19.18
End	5.16	4.6	5.94	5.36
Change in PGSI	14.6	15.6	14.45	13.82

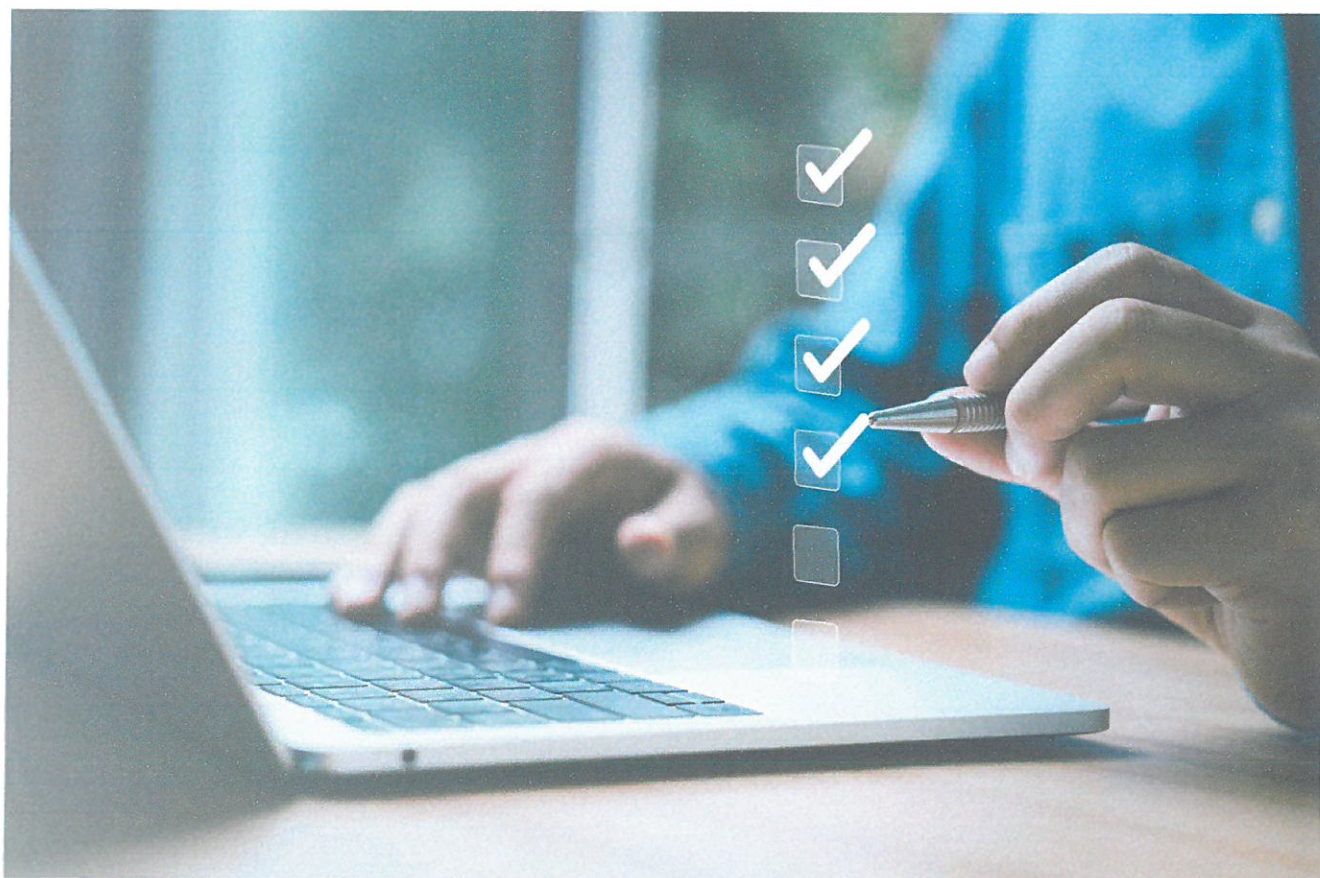


### 3. PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section four of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The Board of Trustees has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the aims and objectives and in planning the charity's future activities. The Trustees consider how planned activities will contribute to the aims and objectives set.

The Achievements and Performance section of this report highlights the public benefit of Gordon Moody's activities in more detail.





# 4. LOOKING TO THE FUTURE

The turbulence within our sector continues to be a major source of concern. The abolition of NHS England has only added to the uncertainty in which we operate. However, we will continue to be resilient and put the needs of our service users first at all times.

As of April 1st, 2025, Gordon Moody entered the final year of our three-year contract with GambleAware. While we await further clarity on how the new national commissioning structure will be implemented, we remain hopeful that the vital work delivered by Gordon Moody and our fellow National Gambling Support Network (NGSN) partners will be recognised, supported, and protected throughout the transition. The contribution of the Third Sector in addressing gambling-related harm must not be underestimated.

Looking ahead, Gordon Moody is actively focused on four key strategic priorities:

## 1. SECURING OUR ROLE IN THE FUTURE COMMISSIONING LANDSCAPE

We understand that the commissioning responsibilities for gambling treatment will transition from NHS England (NHSE) to the Office for Health Improvement and Disparities (OHID). We have remained focused on positioning Gordon Moody as a national leader in the treatment of gambling-related harm. Throughout the year, we have engaged with stakeholders across the evolving health and public health landscape to ensure that our services are recognised as essential, evidence-based interventions with measurable outcomes.

We are actively working to secure formal commissioning arrangements that reflect both the specialist nature of our work and the depth of impact we deliver. Our ongoing engagement with NHS and public health partners is not only helping to build a deeper understanding of gambling harm as a health issue but is also establishing Gordon Moody as a system leader in the wider treatment and recovery pathway.

This strategic approach ensures that we are well-placed to support the future direction of gambling treatment commissioning under OHID and the statutory levy—reinforcing our commitment to national system alignment, expert provision, and improved access to life-changing support.



## 2. ADVANCING RESEARCH AND INNOVATION

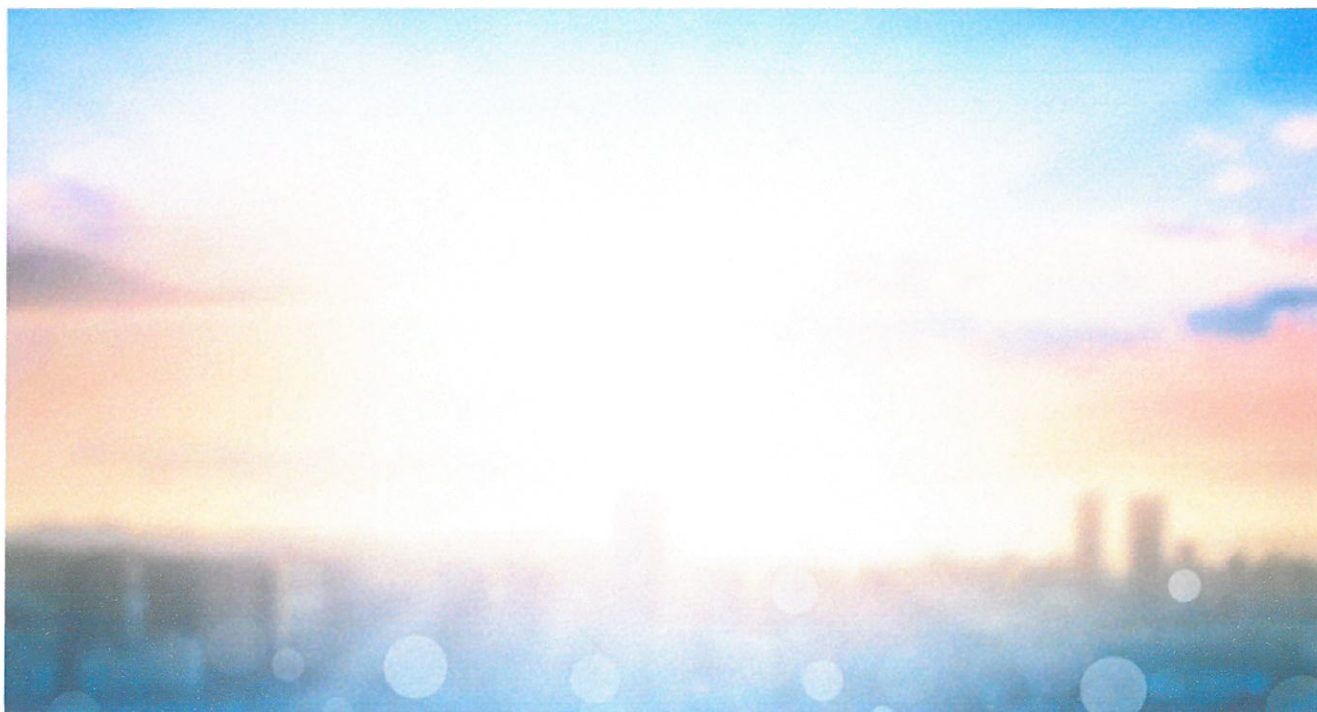
Through collaboration with UKRI and academic institutions, we are seeking new research opportunities that will shape the future of gambling harm treatment. Our data and insights continue to evolve, and our published work is already contributing to national and international conversations. As our treatment models develop further, we are well-positioned to lead and influence sector-wide innovation.

## 3. LAYING THE FOUNDATIONS FOR GAMBLING SUPPORT FIRST AID TRAINING

We have developed and launched our CPD-accredited Gambling Support First Aid (GSFA) programme, designed to help organisations identify and respond to signs of gambling harm. While uptake is still in its early stages, we are actively engaging with partners to promote its value and impact. As awareness grows, we are confident that GSFA will become a key tool in building early intervention capacity across a wide range of sectors, both in the UK and internationally.

## 4. STRENGTHENING FINANCIAL SUSTAINABILITY

To future-proof our services and reduce reliance on commissioned income, we are diversifying our funding streams. By developing new income-generating initiatives, we aim to safeguard the longevity of our treatment programmes and ensure support remains available for those most in need.





# 5.

## ORGANISATIONAL STRUCTURE, GOVERNANCE & MANAGEMENT

Gordon Moody is a company limited by guarantee and governed by its Memorandum and Article of Association (as amended January 2021). It is registered as a charity with the Charity Commission. Membership of the company is limited to the Trustees of the Charity.

Gordon Moody has a robust governance structure. The charity has a board that meets quarterly. The board sets the strategic intent for the charity with the CEO to implement and to drive Gordon Moody as a demand-led organisation. The board reviews its key performance indicators, and the overall performance of the charity. A Trustee skills audit was initiated and on conclusion will inform our future Trustee recruitment.

To support the board, Gordon Moody has three subcommittees: an HR Committee, a Finance and IT Committee, and a Clinical Governance Committee. The roles of each of these committees are:

### **Clinical Governance Committee:**

To ensure that the treatment services delivered by the charity are of high quality and that they remain relevant and effective. They are responsible for the development of staff and the innovation of the services provided.

### **HR Committee:**

To review the staffing structure and rewards for all staff. It is also responsible for all high-risk HR issues. It is the role of the committee to validate and recommend to the main board the appointment of new Trustees. The committee undertakes an annual benchmarking exercise to ensure that pay levels are aligned with the market.

### **Finance and IT Committee:**

To continually review the financial risk and performance of the charity, including cash flow management, income and overhead monitoring, and budgeting. It is also responsible for overseeing the maintenance of the IT infrastructure of the charity.

## RISK MANAGEMENT

A Risk Register is maintained by the executive leadership team throughout the year, with all departments across the organisation reviewing their respective risks on a monthly basis. The relevant parts of the Risk Register are reviewed by each of the sub-committees on a quarterly basis.

The board also reviews the Risk Register every quarter, with any risks designated 'High' or above separately identified and discussed in the meeting.

The most significant risk at this moment in time, is the introduction of the Gambling Levy with all of its constituent parts and the potential impact they could have on the organisation.



# 6. FINANCIAL REVIEW

Gordon Moody generated income of £7.87 million (2024 £5.93 million) with associated costs of £6.42 million (2024 £6.08 million). This has resulted in a surplus this financial year of £1.45 million (2024 £149k deficit).

Our primary source of income continues to be our contract with GambleAware. However, we also secured additional donations from a range of supporters throughout the year. These contributions played a vital role in supporting both our capital investment needs and the ongoing operational costs of our services, while also helping to strengthen our financial reserves for the future.

In parallel, Gordon Moody's leadership team undertook a comprehensive review of our operations, resulting in significant changes to how we deliver care. The introduction of our evolved Model of Care streamlined processes and enhanced efficiency, leading to a reduction in our overall operational cost base without compromising the quality of support provided.

A major milestone during the year was the purchase and full renovation of our Redditch treatment centre, previously a leased property. This investment added 28 residential beds to our portfolio. While raising capital funding presented challenges, we were able to meet them thanks to the generosity and commitment of our donors, enabling us to expand our reach and improve our facilities for those in need.

Net assets at the year-end stood at £1.61 million (2024: -£258k) and our cash balance has risen to £1.74 million (2024: £234k).

Reserves as of 31 March 2025 amounted to £4.32 million (2024: £2.86 million), of which £459k (2024: £239k) was restricted and £1.21 million (2024: £1.40 million) was designated. The balance of £2.64 million (2024: £1.22 million) represents the general fund and is unrestricted.

It is the Trustees' target to have a minimum of three months of operating costs held within unrestricted reserves. However, given the uncertainty within our sector (as previously explained), Gordon Moody chose to extend its reserves in order to provide additional financial resilience whilst the turbulence remains.

## INVESTMENT POLICY

The Trustees have adopted a low-risk investment policy that allows short-term access to funds whilst delivering the most investment income.



**TRUSTEES' RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 31 MARCH 2025**

The Trustees (who are also directors of Gordon Moody Association Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

**Disclosure of information to auditor**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable company's auditor in connection with preparing its report and to establish that the charitable company's auditor is aware of that information.

This report was approved by the trustees on 11 September 2025



**Claire Arnold**

**Chair of Trustees**

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF GORON MOODY ASSOCIATION FOR THE YEAR ENDED 31 MARCH 2025****Opinion**

We have audited the financial statements of Gordon Moody Association (the 'company') for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and 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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025;
- 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 and the Charities SORP 2019.

**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 society 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 charitable 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. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.



**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF GORON MOODY ASSOCIATION FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)****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 trustees' annual report.

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

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

**Responsibilities of trustees**

As explained more fully in the report of the trustees' responsibilities statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes 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 charitable 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.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF GORON MOODY ASSOCIATION FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)****Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF GORON MOODY ASSOCIATION FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)****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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....  
**Malcolm Winston, Senior Statutory Auditor**  
**UHY Hacker Young (Birmingham) LLP, Statutory Auditor**  
**9-11 Vittoria Street**  
**Birmingham**  
**B1 3ND**  
**11 September 2025**

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted General Funds £	Total 2025 £	Total 2024 £
<b>Income and endowments from:</b>					
Charitable activities income	2	2,834,402	4,922,551	7,756,953	5,751,614
Other trading activities	3	71,993	-	71,993	158,755
Investment income	3	41,741	-	41,741	19,322
<b>Total</b>		<b>2,948,136</b>	<b>4,922,551</b>	<b>7,870,687</b>	<b>5,929,691</b>
<b>Expenditure on:</b>					
Charitable activities costs	4	1,621,790	3,324,140	4,945,930	6,078,670
Loss on disposal of leasehold assets	6	-	1,472,615	1,472,615	-
<b>Total</b>		<b>1,621,790</b>	<b>4,796,755</b>	<b>6,418,545</b>	<b>6,078,670</b>
<b>Net income</b>		<b>1,326,346</b>	<b>125,796</b>	<b>1,452,142</b>	<b>(148,979)</b>
Transfers between funds	12	(94,008)	94,008	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>1,232,338</b>	<b>219,804</b>	<b>1,452,142</b>	<b>(148,979)</b>
Fund balance brought forward at 1 April 2024	12	2,625,912	238,739	2,864,651	3,013,630
<b>Fund balance carried forward at 31 March 2025</b>	12	<b>3,858,250</b>	<b>458,543</b>	<b>4,316,793</b>	<b>2,864,651</b>

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 33 to 43 form part of these financial statements

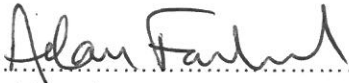


## BALANCE SHEET AS AT 31 MARCH 2025

	Note	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	6		4,940,893		3,738,797
<b>Current assets</b>					
Debtors	7	1,374,177		1,316,219	
Cash at bank and in hand		<u>1,738,736</u>		<u>234,422</u>	
		3,112,913		1,550,641	
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	8	<u>(1,503,053)</u>		<u>(1,808,860)</u>	
<b>Net current assets/(liabilities)</b>			1,609,860		(258,219)
Creditors: Amounts falling due after one year	9		(2,233,960)		(615,927)
<b>Total assets less total liabilities</b>			<u><u>4,316,793</u></u>		<u><u>2,864,651</u></u>
<b>Funds</b>					
Restricted income fund	12		458,543		238,739
Unrestricted funds	12		2,644,260		1,222,762
Designated unrestricted funds	11 & 12		1,213,990		1,403,150
<b>Total funds</b>			<u><u>4,316,793</u></u>		<u><u>2,864,651</u></u>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and Charities SORP 2019.

These financial statements were approved by members of the Trustee Board on 11 September 2025 and signed on their behalf by:

  
 A Fairhead  
 Trustee

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>	17	2,721,052	63,028
Cash flows from investing activities	18	(2,854,833)	(1,545,749)
Cash flows from financing activities	19	1,638,095	(2,319)
Change in cash and cash equivalents in the year	21	<u>1,504,314</u>	<u>(1,485,040)</u>
<b>Cash and cash equivalents at 1 April</b>	21	<b>234,422</b>	<b>1,719,462</b>
<b>Cash and cash equivalents at 31 March</b>	21	<u><b>1,738,736</b></u>	<u><b>234,422</b></u>

The notes on pages 33 to 43 form part of these financial statements



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

**1 ACCOUNTING****Company**

The Gordon Moody Association is a private company limited by guarantee incorporated in England and Wales. The registered office is Gordon Moody Unit 3, Castlegate Court, 1 Castlegate Way, Dudley, West Midlands, DY1 4RD.

**1.1 Basis of Preparation**

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The company is a public benefit entity for the purposes of FRS 102 and a registered charity established as a company limited by guarantee and therefore has also prepared its financial statements in accordance with the Charities SORP FRS 102 (second edition - October 2019) - 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 and the Companies Act 2006 and Charities Act 2011.

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

**1.2 Monetary amounts in these financial statements are rounded to the nearest pound**

All incoming resources are recognised when the charity is entitled to the income, there is certainty of receipt and the monetary value can be measured with reasonable accuracy.

**1.3 Resources expended**

Expenditure is accounted for on an accruals basis. Overhead and other costs not directly attributable to particular financial activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year, either by reference to staff, time or space occupied, as appropriate.

The irrecoverable element of VAT is included with the term of expense to which it relates. Governance costs comprise the costs associated with meeting the constitutional and strategic aims of the charity and the audit fees and costs linked to strategic management of the charity.

**1.4 Allocation and apportionment of costs**

All costs are allocated between the expenditure categories of the SOFA on a basis designated to reflect the use of the resources. Costs relating to a particular activity are allocated directly and others are apportioned on an appropriate staff basis.

**1.5 Fixed assets**

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less estimated residual value, over the expected useful life on the following basis:

Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on cost
Freehold Buildings	-	2% on cost
Leasehold Buildings / Improvements	-	Over lease term
Plant and machinery	-	20% on cost

**1.6 Taxation**

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

**1.7 Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)****1.8 Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**1.9 Financial Instruments****Cash and cash equivalents**

Cash and cash equivalents include cash at bank and in hand and short term deposits with a maturity date of three months or less.

**Debtors and creditors**

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

**1.10 Going Concern**

The trustees have assessed whether the use of going concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. In particular, the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on working capital requirements.

After making enquiries, the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

**1.11 Grant Income**

Grant income is recognised in the Statement of Financial Activities (SoFA) when the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Where grant income is subject to performance-related conditions, it is recognised only when those conditions have been met. Income received in advance of meeting such conditions is deferred and recognised within creditors as deferred income.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

<b>2 CHARITABLE ACTIVITIES INCOME</b>	<b>Notes</b>	<b>2025</b>	<b>2024</b>
		<b>£</b>	<b>£</b>
Donations		2,834,402	1,181,065
Grants		4,922,551	4,570,549
		<b>7,756,953</b>	<b>5,751,614</b>
Grants received, included in the above, are as follows:			
		<b>2025</b>	<b>2024</b>
		<b>£</b>	<b>£</b>
GambleAware		4,500,000	4,170,435
Entain - Alumni Fund		383,606	355,191
Adferiad Complex cases		38,945	44,923
		<b>4,922,551</b>	<b>4,570,549</b>
<b>3 OTHER TRADING INCOME</b>		<b>2025</b>	<b>2024</b>
		<b>£</b>	<b>£</b>
Maintenance contributions for providing accommodation for service users		71,643	158,755
Investment income		41,741	19,322
Other trading income		350	-
		<b>113,734</b>	<b>178,077</b>
<b>4 OTHER CHARITABLE ACTIVITIES COSTS</b>		<b>2025</b>	<b>2024</b>
		<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>
<b>Direct Costs</b>			
Salaries and wages	5	1,710,624	2,304,297
Advertising and Marketing		79,994	35,353
Other staff costs		49,223	33,456
Rent and rates		26,135	396,305
Utilities		80,646	76,745
Travel and subsistence		49,220	152,030
Printing, postage and stationery		17,136	11,882
Computer and telephone		57,024	54,126
Counselling, support and development		104,579	221,451
Depreciation		150,631	49,224
Loss on disposal of assets		1,497,437	2,476
Repairs and maintenance		225,176	106,104
Meeting rooms		29,709	28,615
Legal and professional fees		13,006	153,572
Insurance		34,706	38,331
Other costs		36,195	79,961
Health and safety		226,362	249,970
<b>Total direct costs</b>		<b>4,387,803</b>	<b>3,993,898</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

4 OTHER CHARITABLE ACTIVITIES COSTS (cont'd)	Notes	2025 £	2024 £
<b>Support costs</b>			
Salaries and wages	5	1,385,533	1,031,648
Advertising and marketing		143,286	113,610
Other staff costs		33,597	135,847
Rent and rates		-	53,886
Utilities		12,595	7,171
Travel and subsistence		51,331	77,678
Printing, postage and stationery		1,446	1,515
Computer and telephone		116,619	115,282
Counselling, support and development		12,025	23,262
Depreciation		31,319	91,772
Loss on disposal of assets		15,091	1,799
Repairs and maintenance		18,207	6,394
Meeting rooms		524	7,941
Legal and professional fees		20,651	294,454
Insurance		17,673	15,180
Other costs		151,557	83,004
Health and safety		910	8,766
<b>Total support costs</b>		<b>2,012,364</b>	<b>2,069,209</b>
<b>Governance Costs</b>			
Auditors remuneration		13,104	12,480
Trustees expenses		5,274	3,070
Training		-	13
<b>Total governance costs</b>		<b>18,378</b>	<b>15,563</b>
<b>Totals</b>		<b>6,418,545</b>	<b>6,078,670</b>

The trustees expenses above relate to travel and subsistence, recruitment and training which were paid to eight trustees (2024: seven) during the year.

The trustees received £Nil (2024: £Nil) remuneration during the year.

5 STAFF COSTS	2025 £	2024 £
Wages and salaries	2,471,808	2,683,786
Social security costs	269,505	254,566
Other pension costs	125,918	116,456
Temporary staff	186,453	256,490
Staff restructuring costs	42,473	24,647
	<b>3,096,157</b>	<b>3,335,945</b>
Staff restructuring costs comprise:		
Redundancy	13,140	16,589
Other restructuring costs	29,333	8,058
	<b>42,473</b>	<b>24,647</b>



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

## 5 STAFF COSTS (Cont'd)

The average monthly number of employees (full time equivalent) during the year was as

	2025	2024
Chief executive	1	1
Executive team	5	-
Counselling, advice and information	17	47
Administration and support	32	23
	<u>55</u>	<u>69</u>

7 employees (2024: 3) received emoluments of more than £60,000 during this year.

	2025	2024
£60,000-£70,000	2	2
£70,000-£80,000	2	1
£80,000-£90,000	2	-
£120,000-£130,000	1	-

During the year key management personnel received total remuneration of £623,214 (2024: £469,827).

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

## 6 TANGIBLE FIXED ASSETS

	Assets Under Construction £	Freehold Land & Buildings £	Plant & Machinery £	Total £
<b>Cost or valuation</b>				
At 1 April 2024	637,910	2,703,745	686,869	4,028,524
Additions	834,705	1,882,219	179,650	2,896,574
Reclassification	-	-	-	-
Disposals	(1,472,615)	(30,456)	(65,282)	(1,568,353)
<b>At 31 March 2025</b>	<b>-</b>	<b>4,555,508</b>	<b>801,237</b>	<b>5,356,745</b>
<b>Depreciation</b>				
At 1 April 2024	-	107,656	182,071	289,727
Charge for the year	-	73,012	108,938	181,950
Eliminated on Disposal	-	(609)	(55,216)	(55,825)
<b>At 31 March 2025</b>	<b>-</b>	<b>180,059</b>	<b>235,793</b>	<b>415,852</b>
<b>Net Book Value:</b>				
<b>At 31 March 2025</b>	<b>-</b>	<b>4,375,449</b>	<b>565,444</b>	<b>4,940,893</b>
<b>At 31 March 2024</b>	<b>637,910</b>	<b>2,596,089</b>	<b>504,798</b>	<b>3,738,797</b>

On 31 March 2020 Gordon Moody Association purchased properties in Maughan Street and Wellington Road for £570,000. Any disposal proceeds of these properties in excess of the purchase price before 31 March 2030 will require to be repaid back to the vendor.

On 24 October 2024 the charity acquired the freehold of Gordon Moody House for £1,681,553 for fair market value. The capitalised leasehold improvements in respect of the leasehold interest in the same property were disposed at the same time when the lease was terminated, resulting in a loss on disposal of £1,472,615.

<b>7 DEBTORS</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade debtors	1,238,274	1,144,995
Other debtors	135,903	171,224
	<b>1,374,177</b>	<b>1,316,219</b>
<b>8 CREDITORS DUE WITHIN ONE YEAR</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Mortgage	34,877	14,815
Trade creditors	69,616	171,424
Taxation and social security	61,149	72,805
Accruals and deferred income	1,323,511	1,352,455
Other creditors	13,900	197,361
	<b>1,503,053</b>	<b>1,808,860</b>
<b>9 CREDITORS DUE AFTER ONE YEAR</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Mortgage	2,233,960	615,927
	<b>2,233,960</b>	<b>615,927</b>

A mortgage of £646,750 was taken out on 19 October 2022 secured against the charitable company's freehold land & buildings, repayable by 31 October 2042.

On 30 May 2024, Gordon Moody refinanced its existing mortgage and simultaneously secured additional borrowings to support the acquisition of a new property. The total value of the new mortgage facility is £2,252,500. This refinancing arrangement replaced the initial mortgage and provided the necessary funding for the purchase of the additional property. The new loan is secured against the properties owned by the entity, repayable by 30 May 2029.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

## 10 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2025 are represented by:

	Tangible Fixed Assets £	Other Net Assets £	Total £
<b>Restricted funds</b>	-	458,543	458,543
<b>Unrestricted funds:</b>			
Designated funds	1,799,149	(585,159)	1,213,990
General funds	3,141,744	(497,484)	2,644,260
	<u>4,940,893</u>	<u>(624,100)</u>	<u>4,316,793</u>

Fund balances at 31 March 2024 are represented by:

	Tangible Fixed Assets £	Other Net Assets £	Total £
<b>Restricted funds</b>	-	238,739	238,739
<b>Unrestricted funds:</b>			
Designated funds	1,053,660	349,490	1,403,150
General funds	2,685,137	(1,462,375)	1,222,762
	<u>3,738,797</u>	<u>(874,146)</u>	<u>2,864,651</u>

## 11 DESIGNATED FUNDS

	At 1 April 2024 £	Movement Incoming £	Resources Outgoing £	Transfers £	At 31 March 2025 £
Innovation fund	10,017	(9,266)	(751)	-	-
Redditch refurbishment	1,260,751	1,400,001	(1,105,692)	(770,718)	784,342
Staff recognition fund	-	-	-	163,012	163,012
Playtech training academy	-	150,350	(27,248)	-	123,102
Other designated funds	132,382	382,366	(379,854)	8,640	143,534
<b>Total Funds</b>	<u>1,403,150</u>	<u>1,923,451</u>	<u>(1,513,545)</u>	<u>(599,066)</u>	<u>1,213,990</u>

## 12 STATEMENT OF FUNDS

	At 1 April 2024 £	Movement Incoming £	Resources Outgoing £	Transfers £	At 31 March 2025 £
<b>Restricted funds:</b>					
GambleAware	-	4,500,000	(4,594,008)	94,008	-
Adferiad	-	38,945	(38,945)	-	-
Alumni fund	238,739	383,606	(163,802)	-	458,543
	<u>238,739</u>	<u>4,922,551</u>	<u>(4,796,755)</u>	<u>94,008</u>	<u>458,543</u>
<b>Unrestricted funds:</b>					
General fund	1,222,762	1,024,685	(108,245)	505,058	2,644,260
Designated funds (note 11)	1,403,150	1,923,451	(1,513,545)	(599,066)	1,213,990
	<u>2,625,912</u>	<u>2,948,136</u>	<u>(1,621,790)</u>	<u>(94,008)</u>	<u>3,858,250</u>
<b>Total Funds</b>	<u>2,864,651</u>	<u>7,870,687</u>	<u>(6,418,545)</u>	<u>-</u>	<u>4,316,793</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

**Restricted Funds*****Description, nature and purpose of fund***

## GambleAware

Cognitive behavioural therapy-based treatment programmes based within residential communities. Currently, two male only facilities based in Dudley, West Midlands and Redditch, Worcestershire and one female only facility based in Wolverhampton. Provision of a Retreat and Counselling programme which combines a short-stay residential with at-home counselling support. Additional post treatment counselling support, both online and face to face for those who have completed the programme.

## Alumni fund

To create a platform and network for those with lived experience to share, connect, volunteer and be employed as part of creating robust and effective peer support for people in the treatment and recovery journey.

**Designated funds**

## Innovation fund

The Innovation fund is for items that improve the experience of residents' treatment such as activity days and classes.

## Redditch refurbishment

Property refurbishment in respect of a new residential treatment facility in Redditch.

## Staff recognition fund

A dedicated fund used to reward and acknowledge employee's contributions, achievements and commitment to the organisation.

## Playtech fund

Development of an International Training Academy which will provide a number of gambling awareness, gambling reduction and gambling treatment and support related training.

## Other designated funds

Other designated funds include funds set aside by the Trustees for advertising, marketing, website updates and refurbishments.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

## 12 STATEMENT OF FUNDS (cont'd)

	At 1 April 2023	Movement Incoming	Resources Outgoing	Transfers	At 31 March 2024
	£	£	£	£	£
<b>Restricted funds:</b>					
Gamble Aware	-	4,393,434	(5,583,719)	1,190,285	-
Gambling Therapy	119,325	-	-	(119,325)	-
Women's Treatment Centre	973,821	-	-	(973,821)	-
Alumni fund	-	355,191	(116,452)	-	238,739
	<u>1,093,146</u>	<u>4,748,625</u>	<u>(5,700,171)</u>	<u>97,139</u>	<u>238,739</u>
<b>Unrestricted funds:</b>					
General fund	1,338,113	65,072	(137,589)	(42,834)	1,222,762
Designated funds (note 11)	582,371	1,115,994	(240,910)	(54,305)	1,403,150
	<u>1,920,484</u>	<u>1,181,066</u>	<u>(378,499)</u>	<u>(97,139)</u>	<u>2,625,912</u>
<b>Total funds</b>	<u><u>3,013,630</u></u>	<u><u>5,929,691</u></u>	<u><u>(6,078,670)</u></u>	<u><u>-</u></u>	<u><u>2,864,651</u></u>

## 13 PENSION COMMITMENTS

The charity operates a defined contribution scheme. The assets of the scheme are held separately from those of the charity being invested with an insurance company. Contributions payable by the charity to the fund amounted to £125,918 during the year (2024: £116,456).

There was an outstanding contribution amount at 31 March 2025 of £13,898 (2024: £Nil).

The number of staff to whom the pension benefits were accruing are as follows:

	2025	2024
Staff	<u>47</u>	<u>61</u>

## 14 MEMBERS LIABILITY

The company has no share capital and is limited by guarantee.

## 15 OPERATING LEASES

At 31 March 2025 and 31 March 2024 Gordon Moody Association had annual commitments under operating leases as set out below:

	2025		2024	
	Equipment	Property	Equipment	Property
	£	£	£	£
Expires:				
Within 1 year	19,950	18,083	4,133	151,000
Between 2 and 5 years	66,176	-	1,015	604,000
More than 5 years	19,008	-	-	1,742,000
	<u>105,134</u>	<u>18,083</u>	<u>5,148</u>	<u>2,497,000</u>

## 16 CAPITAL COMMITMENTS

	2025 £	2024 £
Contracted for, but not yet provided for in the financial statements	<u>12,323</u>	<u>1,014,178</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)

**17 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025	2024
	£	£
Net income/(deficit) for the year (as per Statement of Financial Activities)	1,452,142	(148,979)
<b>Adjustment for:</b>		
Depreciation	181,950	140,996
Interest received	(41,741)	(19,322)
Loss on disposal of fixed assets	1,512,528	4,275
Increase in debtors	(57,958)	(1,235,053)
(Decease)/increase in creditors	(325,869)	1,321,111
<b>Net cash provided by operating activities</b>	<b>2,721,052</b>	<b>63,028</b>

**18 CASH FLOWS FROM INVESTING ACTIVITIES**

	2025	2024
	£	£
Interest received	41,741	19,322
Purchase of tangible fixed assets	(2,896,574)	(1,565,071)
<b>Net cash used in investing activities</b>	<b>(2,854,833)</b>	<b>(1,545,749)</b>

**19 CASH FLOWS FROM FINANCING ACTIVITIES**

Repayments of borrowing	(110,043)	(53,308)
Interest on borrowing	116,643	50,989
Cash inflows from new borrowing	1,631,495	-
<b>Net cash provided by/(used in) financing activities</b>	<b>1,638,095</b>	<b>(2,319)</b>

**20 ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2025	2024
	£	£
Cash in hand and at bank	1,738,736	234,422
<b>Total</b>	<b>1,738,736</b>	<b>234,422</b>

**21 ANALYSIS OF CHANGES IN NET DEBT**

	At 1 April 2024	Cash Flows	At 31 March 2025
	£	£	£
Cash at bank	234,422	1,504,314	1,738,736
	<b>234,422</b>	<b>1,504,314</b>	<b>1,738,736</b>
Loans within one year	(14,815)	(20,062)	(34,877)
Loans within more than one year	(615,927)	(1,618,033)	(2,233,960)
	<b>(396,320)</b>	<b>(133,781)</b>	<b>(530,101)</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (cont'd)****22 RELATED PARTY TRANSACTIONS**

M Hickey provided interim CEO consultancy services and is a Director of H2 Consult Limited. During the year the Charity made payments to H2 Consult Limited of £Nil (2024: £101,611) for interim CEO consultancy services and £Nil (2024: £14,222) for reimbursed expenses. At the year end there was an amount outstanding of £Nil (2024: £Nil).

A McLaughlin provides recruitment consultancy services and is a Director of ACM Consultancy Ltd. During the year, the Charity made payments to ACM Consultancy Ltd of £Nil (2024: £39,900) for recruitment consultancy services. At the year end there was an amount outstanding of £Nil (2024: £Nil).

- 23** The wholly owned subsidiary, Gordon Moody Trading Limited, is incorporated in the United Kingdom (company number 15710274) and pays all of its taxable surpluses to the parent charitable company as a distribution under gift aid.

The company has not commenced trading and was dormant in the current and prior year, therefore no further analysis has been provided in respect of this company within these financial statements.

**24 POST BALANCE SHEET EVENTS**

There are no material adjusting or non adjusting events arising after the balance sheet date.



