

ALCOHOL RESEARCH UK

England & Wales · Charity number 1140287

Details

Other names ALCOHOL CHANGE UK, ALCOHOL CONCERN

Status Registered

Legal form Charitable company

Company number [07462605](#)

Registered 2011-02-08

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

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Activities

Objects: THE OBJECTS OF THE CHARITY ARE THE REDUCTION OF ALCOHOL-RELATED HARM TO INDIVIDUALS, FAMILIES AND COMMUNITIES.

Activities: We work to significantly reduce alcohol harm in the UK by: funding, commissioning and sharing research; working to ensure more and better support and treatment; encouraging better policy and regulation; shifting drinking cultures through our campaigns; and working to change drinking behaviours by providing advice and information.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** ENGLAND AND WALES
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,948,096	£3,535,385	£9,794,527	37
2024-03-31	£1,422,177	£2,257,557	£11,612,186	25
2023-03-31	£1,227,664	£1,831,958	£11,725,052	20
2022-03-31	£1,011,647	£2,067,637	£12,484,316	17
2021-03-31	£793,224	£1,686,415	£13,172,004	16

Trustees

Name	Role	Appointed
Michael Urwin	Chair	2022-10-03
Emma Greenwood		2024-07-08
Hannah Dorothea Grummett		2022-10-03
Helen Huong Chang		2023-10-30
Herdeep O'Connor		2023-10-30
Jeremy Joseph		2023-10-30
Michael Charles Bellamy		2019-03-18
Raveena Dhadwal		2023-10-30

ALCOHOL RESEARCH UK

England & Wales - Charity number 1140287

Accounts

Annual Report

2024-25



Millions of people experience
harms caused by alcohol.

But change is possible.

Let's create that change.



We are Alcohol Change UK

We work for a world free from the harms caused by alcohol.

We're not anti-alcohol. We're against the harms that it causes:

- to individuals, through poorer health and everyday wellbeing
- to families and friends, through damaged relationships
- to society, through more crime, a weaker economy, extra pressure on our health system and neighbourhoods feeling the strain.

None of this harm is inevitable.

Change is happening.

Let's accelerate that change.



Annual Report and Financial Statements of the Trustees of Alcohol Change UK

Year ending 31 March 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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¹Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).

Welcome from our Chair



Mick Urwin
Chair of the Board of Trustees

Alcohol is one of the most common causes of poor health, early death, low productivity, and crime and disorder that we face as a society. By reducing alcohol harm, Alcohol Change UK helps people across the country to enjoy happier and healthier lives.

This report covers the first year of our 2024-29 strategy, which commits us to substantially and sustainably reducing alcohol harm by working for five big changes:

- Increasing public knowledge and understanding of alcohol harm.
- The implementation of better national policies and regulations to cut alcohol harm.
- A change in UK culture, so that alcohol is treated as optional to our lives, not our default setting.
- Improved drinking behaviours amongst heavy drinkers, through the Try Dry® programme and Dry January® challenge.
- A stronger, properly-funded and fully inclusive alcohol treatment system.

As this report shows, we took further big strides forward, delivering more impact and generating more funds than ever before. Tens of thousands of people supported Alcohol Change UK during the year, as campaigners, donors, fundraisers, ambassadors, volunteers and as trustees – and we are always touched by this support.

Since our last report, one of our trustees, Fiona Cumberland, stepped down. She made a fantastic contribution to the charity during her time as a trustee and we are very grateful to her. We are also very sad to report that, during the year, our Chair of the Board of Trustees, Prof Isabelle Szmigin, died unexpectedly from a stroke.

You can read more about Isabelle's outstanding contribution to the charity here. While I am honoured to have been elected Chair of Trustees this year, I would rather not have done so under these circumstances.

We're committed to improving the lives of millions of people and families across the UK

Looking ahead, we're committed to rapid organisational growth, so that we can truly meet the scale of our challenge. The truth is that alcohol harm is a huge issue. If we are to make a real difference, we need to achieve even more as a charity. I am hugely energised by our plan to invest significantly, so we can make even more of a difference to alcohol harm. We're committed to improving the lives of millions of people and families across the UK. Your support can and will make alcohol change happen faster. Please join us if you can.

M P Urwin

Mick Urwin
Chair of the Board of Trustees

Welcome from our Chief Executive



Dr Richard Piper
Chief Executive Officer

Alcohol harm is huge in scale and affects every single one of us. Alcohol can damage our health and wellbeing. It can hurt families, neighbourhoods and communities. It can cause avoidable disruption to our health

system and our courts and policing. And it can weaken our economy, reducing productivity and leading large parts of the workforce to experience unemployment or underemployment. But we are not anti-alcohol. We never have, and never will, tell anyone how much alcohol to drink. Our focus is reducing alcohol harm.

This requires deep expertise, and a commitment to science and evidence, rather than the assumptions, misunderstandings and opinions that swirl around the topic of alcohol. That's why one of our three values is truthfulness. We're not afraid to say what the evidence tells us, even if that's unpopular, and we're not afraid to change our positions as the evidence evolves. A commitment to evidence is not always easy, but we believe it is always the right thing to do.

Our second value is ambition. Currently, many people mistakenly think of alcohol harm as a niche topic, relevant to only a small group of people who are dependent on alcohol. However, alcohol can cause physical and mental harm from low levels of consumption. In fact, in the UK, for every 6 dependent drinkers, there are 100 hazardous and harmful drinkers, that is, people drinking more than 14 units of alcohol (5-6 pints) a week. And even if we're drinking below 14 units a week, we may have worse sleep, less energy, lower productivity and more fractious relationships; and have a greater risk of conditions like cancer, heart disease, stroke, diabetes, anxiety and depression.

Tens of millions of people in the UK are experiencing alcohol harm. That's a lot of people to support when we have a team of just 44 people. Which is why we are so grateful to our amazing community of ambassadors, volunteers, campaigners and supporters. It is also why we focus on innovative digital tools that empower people, at scale, to change their own drinking patterns.

Alcohol – a chemical compound – plays a disproportionate role in our culture

Alcohol – a chemical compound – plays a disproportionate role in our culture, a role that we don't give to any other drug. Shifting this old-fashioned culture, so that alcohol is seen for what it is, rather than through rose-tinted spectacles, is another huge task. Which is why we're continuing to promote our cutting-edge research into the most effective ways ('frames') to talk about alcohol harm. We're ambitious because this task is urgent and it matters.

Which leads to our third and final value: compassion. Ending alcohol harm is an urgent imperative if we are to save lives. The prize is huge, and hugely humane: a Britain in which children grow up more safely, in which people live long enough to hold their grandchildren, in which our population is physically and mentally healthier, in which workplaces are inclusive and productive, in which our police and court systems are freed up from alcohol-related crime, in which our health systems are no longer swamped by alcohol-related illness, and in which our economy can properly grow.

We can build this better society. But we can't do it alone. Please join us, whether as a donor, campaigner, trustee or team member.

A handwritten signature in black ink, appearing to read 'Richard Piper'.

Dr Richard Piper
Chief Executive Officer



We work for a world
free from the harm
caused by alcohol.

2024-29 strategy

This annual report covers the first year of our ambitious 2024-29 strategy, which commits us to five top level impacts that must happen if we are to reduce alcohol harm. Below, our eight work programmes are mapped onto these impact areas. Some programmes contribute to more than one impact area.

Top level impacts	Improved knowledge	Better policy and regulation	Shifted cultural norms	Improved drinking behaviours	More and better support and treatment
Our work programmes to deliver this impact	<ul style="list-style-type: none">• Research• Engagement	<ul style="list-style-type: none">• Policy and influencing• Engagement	<ul style="list-style-type: none">• Culture change• Alcohol in the workplace• Engagement	<ul style="list-style-type: none">• Information and advice• Behaviour change	<ul style="list-style-type: none">• Policy and influencing• Improving alcohol treatment

Our new strategy continues the many successful aspects of our previous (2019-24) strategy, including our overall vision, mission and values, our five top-level impact areas and our eight work programmes. The key change is a big jump in scale, with the Board of Trustees deciding to invest a significant proportion of our reserves into growing our impact and growing our income. The plan is to double the size of our staff team and grow our income to around £5m a year by 2029.

Another change in the strategy is moving from our research being predominantly delivered through academic grant-making to being predominantly delivered through commissioned projects, maintaining quality while enabling us to assure that our research spend focuses on our most strategic research needs. Our strategy also included moving to a new, more functional office and selling our current property.




This Annual Report sets out our progress during the first year of the new 2024-29 strategy.

2024-25 plans: how did we do?

We set **46 primary reportable objectives** for 2024-25 across our Work Programmes and Areas. A summary of how we met these objectives is covered in the table below. These primary reportable objectives were a subset of our total activity, so did not cover the entirety of our work. More information about our activity and achievements in 2024-25 is in the What We Did section from page 13.

In summary, 40 (87%) objectives were achieved or exceeded targets and 6 were delayed or behind target. Of these six, five were delayed and will be delivered in 2025-26 and one was below target.




Programme/Area	2024-25 Objective	How did we do?
Research and Innovation	1. Complete research into potential negatives of no and low drinks on young people	✓ The first phase of research for 24-25 has been completed, with the project due to run to October 2025
	2. Complete research into alcohol harm across the drinking spectrum	✓ Research completed, leading to fascinating results which have been widely communicated across press and social media
	3. Complete phase one of research into Alcohol and the Workforce	✓ Research partner IPPR appointed, with initial analysis completed. Full publication planned in 2025
Engagement	4. Finalise and implement lead Community Champion roles	✓ Lead Champions have been recruited and training delivered
	5. Build a digital information and resources hub for Community Champions	✓ Our new volunteer management system has been set up and training delivered to Community Champions
	6. Elevate our Ambassador programme	✓ Ambassadors better supported with briefings and communication
Influencing Policy and Regulation	7. Run General Election-linked campaign and engage new MPs	✓ Relationships with new and returning MPs strengthened through written communications, events and attendance at party conferences
	8. Hold a parliamentary reception for Alcohol Awareness Week	✓ General Election in July saw this event rescheduled and delivered successfully in November, building awareness and relationships with MPs
	9. Agree policy statements	✓ We agreed charity-wide policy positions in six policy areas by the end of the year
Information and Advice	10. Accessibility review and improvements on website	✓ Accessibility review completed, with improvements made to alt-text, colour contrast and more
	11. Audit information and advice offer across website	✓ Gaps and duplications in our offer identified, with improvements mapped out
	12. Undertake website user experience review	✓ UX review completed in partnership with web agency and action plan developed

Key:		
 Achieved or exceeded targets	 Delayed	 Below target

As an ambitious charity, particularly in the first year of a new strategy, we accept that sometimes we won't achieve all our objectives and may need to adapt them or move them into later years. Of course, we also adapt our plans in response to external challenges and opportunities.

Programme/Area	2024-25 Objective	How did we do?
Culture Shift	13. With FrameWorks UK, deliver framing project and launch new Alcohol Framing Toolkit	 New 'How to talk about Alcohol' toolkit launched in October, freely available on our website, and with events held to inspire partners
	14. Start to embed framing recommendations in external communications	 Refreshed language being deployed across website, social media and PR activity, helping to strengthen public understanding of alcohol harm
	15. Scope and deliver new 'Partnership Campaign'	 We completed research and scoping, but delivery of a first national Partnership Campaign will now take place in 2025-26
Behaviour Change	16. Contract marketing agency partner for Dry January® 2025	 We appointed 23red to support our work in this area
	17. Grow number of 'Try Dry® Local' partners	 We were behind target in this area, after experiencing delays to the recruitment of our Business Development Manager – but expect to make up the lost ground in 2025-26
	18. Try Dry® app user research	 Commissioned research partner PoliMapper, which delivered fascinating insights into Try Dry® users and potential barriers
Alcohol in the Workplace	19. Strengthen marketing of services	 We rolled out new marketing approaches
	20. Accredite training courses	 IBA accreditation secured for workplace training courses
	21. Update workplace statistics	 We included this research in our Alcohol and the Workforce project
Improving Alcohol Treatment	22. Deliver National Innovation Programme on Alcohol and Housing	 This landmark project was completed, with final report and manual to be published in 2025-26
	23. Review and update 'Blue Light' manuals	 Drafting is nearly complete, but publication has been pushed back to 2025-26
	24. Provide consultancy on Local Alcohol Strategy for Sheffield	 Our consultancy services supported the development of a local alcohol strategy

07 | Our strategy and plans

Key:		
	Achieved or exceeded targets	
	Delayed	
	Below target	

Programme/Area	2024-25 Objective	How did we do?
Enabling Priorities		
People and Governance	25. Recruitment of new staff	 Matching the scale and ambition of our new strategy, we recruited to ten new roles
	26. Review staff handbook	 An improved handbook for staff was approved by the Board in December 2024
	27. Review key staff benefits	 Parental leave and pay and grading policies were improved
Equity, Diversity, Inclusion and Belonging	28. Update and improve data dashboard, and EDIB action plan	 Dashboard summary approved by Governance and People sub-committee
Office	29. Secure a larger office	 We completed a move to Farringdon, securing office space for our larger staff team
Finance	30. Develop internal VAT manual	 Project moved to Summer 2025
Marketing and Communications	31. Fully implement Google GA4 analytics	 We have completed implantation, giving us a stronger understanding of user activity across the Alcohol Change UK website
	32. Optimise our Google Ad Grant	 We appointed a new agency and reviewed our strategy, with positive results for users searching for Information and Advice content
Brand and Voice	33. Review media capabilities	 We recruited our first dedicated Media Manager
	34. Develop proactive media strategy	 A new strategy was developed, and we secured more media coverage throughout the year
	35. Deploy framing recommendations	 We strengthened language around alcohol harm for more effective media comments, and trained our team of spokespeople

Programme/Area	2024-25 Objective	How did we do?
Impact Management	36. Develop theories of change for three programmes	✓ Workshops delivered with key teams to implement theories of change
	37. Develop monitoring frameworks for three programmes	✓ Workshops delivered with key teams to implement new monitoring frameworks
Data Management	38. Refine API integrations	✓ We improved integrations between our app, CRM and email management platforms
	39. Develop data insight processes and reporting	⚠ Project delayed until 2025-26, when a new Data Officer will be recruited
	40. Review all data protection policies and processes	⚠ Delays to the expected Data Protection and Digital Information Bill have delayed this project – awaiting more guidance from Government
Fundraising	41. Commission a Corporate Sponsorship Agency to increase number of partnerships	✓ Orchard Media appointed, with significant growth in corporate partners recorded – helping us to secure sponsorship income of £239k, including the first ever headline sponsor of the Dry January® challenge
	42. Update website donation platform	✓ New FundraiseUp platform successfully set up and embedded across website with a 90% increase in the number of donations and an average gift 50% higher compared with our previous platform.
	43. Scale up Dry January® challenge fundraising activity	✓ £70k fundraising income secured, with new activity including the Dry January® 10k run
	44. Launch new community fundraising product	✓ 'Rise and Raise' and 'Make It Orange' fundraising campaigns launched



Alcohol harm is destroying
millions of lives.

But change is possible.

Let's create that change.

2024-25 Challenges

Here we report on the most significant challenges faced by the charity from 1 April 2024 to the present.

Inflation levels

High levels of inflation continued into the financial year from April 2024 to March 2025. To retain our hard-working and skilled staff team, we matched the staffing pay rise to inflation, in line with our policy, awarding a 4.2% pay rise from April 2024. We also saw other costs increase or stay high, including energy costs and many other supplies. In total, around an extra £180k was added to our cost base in 24-25 compared to 23-24, for no reason other than inflation. While inflation is now lower, there has not been deflation (prices haven't fallen) so the challenge of finding an extra £180k per year remains.

Income generation

The new financial strategy set a realistic 24-25 budget for income. While income was £157k up, in 24-25, compared with the previous year (excluding a property credit), it fell short of budget by around £500k, a significant gap. This forced us to sell additional investment units to service our bigger deficit. A thorough review identified the areas in which income had fallen short of budget and we were able to generate insights and learning from this; and as a result we reforecast downwards income for our 25-26 budget, and our rolling budget for 27-30.

Bringing new audiences to the 2025 Dry January® challenge

We know that people who undertake the Dry January® challenge by using the Try Dry® app are much more likely to make sustained changes to their alcohol consumption. So we have a target of engaging 1 million people across the UK in our behaviour change programme by 2029, which is around 200k people a year. Most of this recruitment has, historically, taken place through the Dry January® challenge and our Try Dry® app, and for 2025 we substantially increased our marketing budget, hoping to get close to at least 150k new UK participants, and to generate new learning. Despite a strong campaign concept and messaging, we brought only 55k new UK people to the programme in 2025, compared with 73k in 2024. This was disappointing. However, we did take rich learning from this campaign year about ways to reach more people – during December and January, and year-round, to take forwards into 25-26.



DRY JANUARY®
by Alcohol Change UK

Policy environment

From April 2024 to March 2025, there were major changes to the UK Government, following the General Election in July 2024. From July 24 to March 25 we saw limited movement from the UK Government on the essential actions that we need it to take, if alcohol harm is to be properly reduced. The 10 Year Health Plan for England, launched in July 2025, contained one useful measure (action on labelling), one potentially useful measure (action on alcohol free drinks), but didn't include anything on marketing, licensing or minimum unit pricing – the measures that have the greatest potential to reduce alcohol harm at scale. We continue to work constructively with the Government to support them to be bolder.

2025–26 plans: what we will be doing

Our 2025–26 Annual Plan contains 40 objectives that we aim to deliver in the year, shown in the table below across our Work Programmes and Enabling Priorities. These primary reportable objectives do not cover the entirety of our work. We will transparently report against these in next year’s annual report.

Programme/Area	2025–26 Objective
Research and Innovation	1. Research into potential negatives of no and low drinks on young people
	2. Research into alcohol and the workforce
	3. Produce bilingual guidance for care homes in Wales on managing alcohol use
Engagement	4. Increase activity with all Community Champions, working with new ‘lead’ Champions
	5. Recruit new Ambassadors and Patrons
Influencing, Policy and Campaigns	6. Influence the Labour Government’s prevention agenda
	7. Have in place at least 12 policy statements on alcohol harm policies
	8. Increase the likelihood that minimum unit pricing (MUP) in Wales is renewed, and that the price is updated
Information and Advice	9. Use the content audit to deliver significant improvements in content offer
	10. Launch new ‘Community Information’ strand of content
Culture Shift	11. Champion the new framing toolkit externally and through Alcohol Change UK content
	12. Deliver our first ‘Partnership Campaign’

Programme/Area	2025–26 Objective
Behaviour Change	13. Reach new drinkers through our Behaviour Change programme year-round
	14. Increase the number of Local Authorities signing up to Try Dry® Local
	15. Launch a new challenge for those wanting to reduce their alcohol consumption
Alcohol in the Workplace	16. Strengthen marketing across Workplace activity
	17. Secure accreditation for Workplace seminars
Improving Alcohol Treatment	18. Strengthen monitoring/evaluation of our Blue Light approach
	19. Develop Blue Light train-the-trainer courses
	20. Support Local Authorities to develop local alcohol strategies
People and Governance	21. Complete salary benchmarking exercise
	22. Achieve London Living Wage accreditation
	23. Support the Board to undertake a Governance review
	24. Complete office relocation project
Equity, Diversity, Inclusion and Belonging	25. Update and improve data dashboard for recruitment and retention
Finance	26. Review at least three finance processes and implement improvements

Programme/Area	2025-26 Objective
Communications	27. Scope and prepare a website redevelopment project
	28. Deploy our new proactive media strategy
	29. Complete social media strategy and channel plans
	30. Initiate new content planning process across website, social media, app and media
Impact Management	31. Theories of change and monitoring frameworks in place for all programmes
Data and Knowledge Management	32. Refine API integrations
	33. Develop data insight processes and reporting
	34. Review all data protection policy and processes (including data capture and consents).
Fundraising	35. Secure headline sponsor and official partners for Dry January® challenge and other opportunities
	36. Fill places across challenge events
	37. Roll out Payroll Giving and create campaigns for regular giving
	38. Increase number of active fundraisers
	39. Develop new in-memory donation offer
	40. Use test and learn approaches across legacy giving, applications to trusts and merchandise sales



What we did: our activity and impacts 2024-25

Alcohol harm is complex and requires a sophisticated, holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes as shown on page 5. The following pages summarise the activities and impacts of our eight work programmes during the year 2024-25.

Research

Alcohol harm is a topic rife with opinions, many of them poorly-informed or based on outdated 'myths' or half-truths, heavily influenced by alcohol industry marketing. Research is essential to ensure that action to reduce alcohol harm is effective. We are committed to an evidence-based understanding of how to reduce alcohol harm.

Highlights

- Our three online learning events, A Closer Look, Clearing the Obstacle Course, and Reducing the Risk, put the spotlight on alcohol and domestic abuse, removing barriers to treatment, and the relationship between alcohol and suicide.
- With FrameWorks UK and the University of Stirling, we launched the communications toolkit How to talk about alcohol in October 2024 – the culmination of a major research project into public understanding of issues around alcohol and support for change.
- We completed quantitative and qualitative research into MPs' attitudes to alcohol and understanding of alcohol policy. Coverage was secured in numerous press outlets, with strong positive stakeholder feedback.
- In Wales, and in partnership with Barod and the Nelson Trust, our Feeding Recovery project explored the wellbeing and social benefits of food-based activities within alcohol treatment provision, with a handbook published in March 2025.

- We commissioned the Behavioural Insights Team to conduct a major research study into the wide range of health harms associated with different levels of alcohol consumption. Alcohol Harm Across the Drinking Spectrum revealed the significant impact of alcohol even at lower consumption levels, and was published at the start of April 2025.
- Our research into the potential impact of no- and low alcohol drinks on young people with the University of Sheffield and UCL got underway, due to report later in 2025.



Engagement

Alcohol Change UK is made up of more than its staff team and Board of Trustees. It includes many thousands of people from all walks of life who come together to end the harms caused by alcohol. Engaging with people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.



Highlights

In 2024-25 we:

- Published 23 stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking, on our website.
- Strengthened our Community Champions programme, with 128 volunteers taking on a range of activities to support us including: joining focus groups, attending meetings and events in parliament, sharing their experiences in the media, holding and attending community awareness raising events, and supporting our fundraising and campaigns.
- Welcomed seven new Ambassadors (Tom Hollings, Jamie Osman, Alisha Williams, Ricci Williams, Karl Considine, Chris Linnett and Matthew Torbitt).
- Benefitted from the equivalent of a combined £14,782 in volunteer time from our Community Champions and Ambassadors in the financial year (£13,452 in 23-24).
- Saw 18,326 campaigners support our work to improve government policy to reduce alcohol harm further and faster.
- Enabled supporters to take more than 4,500 actions in 24-25 (2,000 in 23-24) including submitting responses to consultations, emailing their MP, and spreading awareness of our campaigns and behaviour change work.

Instead of spending weekends in the pub or in bed, I'm spending them exercising, and raising money for Alcohol Change UK, the charity behind the Dry January® challenge on a mission to reduce alcohol harm. I feel so proud to be able to represent and support the charity as an Ambassador, and it always feels fantastic to pull on their running top and taking part in a race for them. – Michael Singh, Ambassador

Policy and influencing

National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with governments and praise them when they show leadership on an issue, while being unafraid to tell them when we think they could do things differently to improve the country even more.



Highlights

- We coordinated outreach around the 2024 General Election, launching a manifesto of recommendations to tackle alcohol harm and engaging with all returning and newly elected MPs.
- We hosted two successful events in Parliament: a drop-in event in November 2024 and a Dry January® challenge reception in January 2025, meeting MPs and Peers to deepen their understanding of alcohol harm and policies to tackle it. Across these events, we met with around 30 MPs, 8 Peers and staffers, and we were pleased to welcome the Public Health Minister who spoke at our January event.
- Our CEO and Director of Research and Public Affairs attended the Labour Party Conference in Oct 24, as polls indicated a likely Labour government.
- We successfully continued building up relationships with key civil servants in HM Treasury, Department of Health and Social Care and Home Office, sending our research and policy materials ahead of key events such as the Budget to inform decisions. We made new connections with civil servants in the Department for Environment, Food and Rural Affairs and the Ministry for Housing, Communities and Local Government.
- We developed responses to a number of consultations, drawing on independent research and the experiences of those affected by alcohol harm, including:
 - HM Treasury consultation on the Autumn Budget 2024, as part of the Spending Review.
 - The Department of Health and Social Care and NHS England's consultation on the 10 Year Health Plan.
 - Scottish Parliament Health, Social Care and Sport Committee call for written evidence on the Right to Addiction Recovery (Scotland) Bill.
 - HM Treasury consultation on phase 2 of the Spending Review in February 2025.

Culture shift



Our relationships with alcohol are hugely affected by the world around us. Whilst we like to believe that everything we do is a matter of personal choice, this isn't true. We're surrounded by messages and social pressures which reinforce the idea that we need alcohol – from the adverts on our streets and screens, to the storylines of films and TV shows, to the expectations of our friends and colleagues. Alcohol Change UK works to shift not just the policy and economic environment (section 3 above) but also the cultural and social environment (this section). In particular, we seek to work with media and social media to communicate two vital messages:

1. Not consuming alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone's choice to not consume alcohol on any occasion for any reason.
2. Anyone can experience alcohol harm. Indeed, experiencing alcohol harm is unfortunately common and normal. Alcohol harm occurs right across the spectrum of alcohol consumption, from the lowest levels, and is certainly not limited to a small group of dependent drinkers (sometimes referred to as 'alcoholics'). In the UK, for every 6 dependent drinkers, there are 100 hazardous and harmful drinkers, and even consuming less than 14 units of alcohol a week can result in harm. Harm is also experienced by families, communities, and wider society; not just those who consume alcohol. Stigmatising those who develop problematic use of alcohol or dependency is a form of victim blaming and is never acceptable. Indeed, stigma kills.

■ The drinks industry spends billions on advertising and marketing to create the illusion that drinking is essential to a fun, exciting lifestyle. Like a lot of people, I bought into this. Alcohol is so ingrained in our society and normalised that despite it being an addictive drug, we actively encourage each other to take it. ■ – Patrick

Highlights

- Alcohol Change UK was mentioned more than 2,209 times in the UK media in 2024-25 (2023-24: 2,131; 2022-23: 1,400; 2021-22: 2,200; 2020-21: 1,005; 2019-20: 678), contributing to 'culture change' topics in many pieces.
- We continued to refine our social media strategy, growing Alcohol Change UK audiences on LinkedIn (+63% followers YoY) and TikTok (+150% followers YoY)
- We delivered high-performing culture change content across our digital and social media platforms, with popular content including reflections from our Ambassadors, tips on how to combat #SoberShaming and many blogs sharing first-hand experiences.
- During Alcohol Awareness Week 2024, we launched a fact-checker tool on our website to help users separate alcohol fact from fiction.
- The communications framing toolkit *How to talk about alcohol* has helped us shape new and improved ways of communicating about alcohol harm – reducing stereotyping and stigma around alcohol, and deepening public understanding and support for action. Through workshops, open forums and collaboration, we have worked with partner organisations to share knowledge and best practice.

Information and advice

People across the UK want independent, honest information about the effects of alcohol, what constitutes a 'problem', how to reduce the risk of harm, how to support a loved one, and what specialist support is available to access. Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm, free from any influence from the alcohol industry. Through social media activity, press opportunities, digital platforms and our major initiative Alcohol Awareness Week, we work year-round to ensure that everyone, including those not yet thinking about alcohol harm, can benefit from the information and advice we provide.

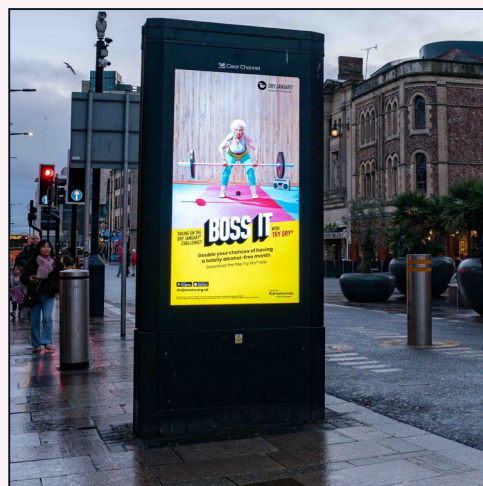


Highlights

- Total website traffic in 2024-25 was 1.28 million (2023-24: 1.1m; 2022-23: 1.35m; 2021-22: 1.3m; 2020-21: 1.5m; 2019-20: 1.0m; 2018-20: 0.6m).
- Our alcohol unit calculator was completed over 279k times, or once every two minutes, 24 hours a day, every day of the year (2023-24: 148k; 2022-23: 140k; 2021-22: 106k; 2020-21: 103k; 2019-20: 61k; 2018-19: 20k).
- Alcohol Awareness Week (AAW) took place in July 2024 and focused on the theme of 'Understanding alcohol harm'. Across the week, we enabled the public to understand more about how alcohol can affect individual health and wellbeing, alongside its impact on wider families, communities and society as a whole, through a mix of digital content, films, personal stories and media engagement. Implementing recommendations from our framing project, we created a poster and content series exploring how we're not being told the truth about alcohol, which dispelled common myths. Despite falling in the General Election week, the campaign generated our highest number of media mentions ever. A record 6.3k 'local places' contacts (agencies, Local Authorities, charities and community groups) signed up to take part in AAW 2024 (2023: 5.5k; 2021: 5k; 2020: 4.4k; 2019: 3k). *AAW was not held in financial year 22-23.
- We completed an audit of our Information and Advice content and undertook a significant user experience review of the website – both projects delivering strong recommendations for how we can continue to strengthen our independent, evidence-based information and advice offer, whilst ensuring it is as accessible for users as possible. These improvements will be implemented through 2025-26 and beyond.

Behaviour change

Our behaviour change programme is a package of innovative digital tools that help people to regain control of their alcohol consumption. This can be by trying specific ‘challenges’ – the Dry January® challenge, Sober Spring and others – or through downloading the Try Dry® app at any time of year. The primary target group for this programme is people who are drinking alcohol heavily and habitually but who are not yet dependent on alcohol – we’re reaching them before they get to that point. We help over 100k people a year in the UK alone. While the solutions to alcohol harm cannot be reduced to only ‘individual responsibility’, our behaviour change programme empowers people to reset their relationship with alcohol.



Highlights

- In October 2024, we launched Try Dry® Anytime: 31 days – to empower people to take a month-long break from alcohol at any time of the year. Every participant receives daily content. By March 2025, over 1,500 people had completed the challenge and 80% stayed alcohol-free for between 28 and 31 days.
- We invested significantly in the Dry January® challenge, delivering a bold new marketing campaign across social media, app stores, a partnership with Absolute Radio and out of home adverts that encouraged people taking part to BOSS IT with the Try Dry® app.
- Almost 200k people signed up to take part in the Dry January® challenge globally, our second highest year on record (23–24: 215k; 22–23: 175k, 21–22: 131k, 20–21: 130k, 19–20: 97k, 18–19: 75k). More than 100k were in the UK, and more than 55k of those were new to the programme.
- Millions more people encountered the Dry January® challenge on social media and through TV, radio and online coverage – we recorded more than 8,000 global press mentions.
- During the Dry January® challenge, participants using the Try Dry® app globally saved an average of 92 units of alcohol and an average of £120.
- The Dry January® challenge also ran in France, Norway, Switzerland, South Tyrol (North Italy), Austria and the USA through our global partners, helping many more people.
- We strengthened our Try Dry® Local initiative, supporting Medway Council to embed Try Dry® as its app of choice and recruiting a dedicated Business Development Manager to grow the programme across more areas in future years.

“I still enjoy a drink, but it’s now and again and I have clear limits in place. I won’t drink alone, I won’t have more than 4 units a time and I still use the Try Dry® app for my current goal of 20 dry days a month for a year. I can’t thank the Dry January® team enough for the encouraging emails and the app. It literally has changed my life for the better.” – Marion

Alcohol in the workplace

We seek to create healthier drinking cultures not just through national and community cultural conversation, but also through workplaces. After all, workplaces contain mini-cultures. Ensuring a healthy approach to alcohol harm (prevention and support) can improve workplace wellbeing, safeguarding, inclusivity, productivity and employee engagement. We work with a wide range of clients across the private, public and voluntary sectors.



Highlights

- We provided training and consultancy services to 27 clients (+6 on 23/24), our highest number of annual clients to date, involving 45 training sessions attended by more than 1,000 employees; and one piece of consultancy work.
- We generated £18,000 of income (£13,842 in 23/24; 22-23: £9k; 21-22: £45k; 20-21: £13k; 19-21: £7k).
- Our Identification and Brief Advice training for workplaces achieved CPD accreditation.



Opening up the conversation about alcohol in the workplace is vital – it helps break down stigma, gives workplace reps the tools to support colleagues to seek help when they need it, and creates a safer, healthier working environment for everyone. Working with Alcohol Change UK meant we could bring expert insight and practical advice to our members, helping reps play their part in promoting wellbeing at work. – Anna Kalsi, Trades Union Congress

Improving alcohol treatment

The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and mutual aid/peer support services such as Alcoholics Anonymous and SMART Recovery. The fire service, police officers, paramedics, housing services, mental health services, employment advisors and social services also come into frequent contact with people with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support those people who have the most serious and chronic alcohol problems, and who often have multiple unmet needs. The Blue Light approach is holistic, multi-disciplinary, assertive, and human. It puts people first and believes in people's potential to change. It shows how services can better engage with these people, so that they are experiencing less harm. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.



Highlights

- We welcomed five new Associates to our team: Karl Considine, Dr Jeevan Fernando, Dr James Morris, Fiona Palmer and Bally Parekh.
- We developed seven new courses: Professional boundaries; Assertive outreach; Managing conflict and aggression where alcohol is a factor; Nutrition and liver disease; Understanding the impact of trauma and its relationship to alcohol use; Working with domestic abuse and alcohol use; and Working with people affected by substance use and multiple disadvantages.
- We secured CPD accreditation for two courses: Becoming a Perimenopause & Menopause Aware Drug & Alcohol Service, and Alcohol Identification and Brief Advice.
- Our National Housing project work was completed, with the final guidance to be finalised and published in 25/26.
- We started a large co-production project with West Sussex to develop training on trauma-informed ways of working with people who use substances.
- We worked with more than 74 local authorities, NHS trusts, treatment providers and charities (+19 compared with 23/24) and delivered more than 230 direct training courses, which were attended by more than 5,400 people.
- We received feedback from 700 participants. 99.2% found training met their expectations. 92.7% found the training relevant, highly relevant or very relevant to their needs. 98.9% would recommend the training to a colleague. The quality of training was rated on average 4.7 out of 5. The level of expertise of the trainer received an average rating of 4.9 out of 5.
- We generated £386k of income (23-24 £418k; 22-23: £249k 21-22: £118k; 20-21: £68k).



Reducing alcohol harm will make an important contribution to helping people across Britain be happier and healthier.

Beckie's story

■ I cannot begin to describe the difference to my life. ■



I never thought I had a problem with alcohol. One or two glasses of wine most nights wasn't that bad, surely?

Like many people, I partied a lot in my younger days but curtailed my intake in my early twenties as I'd gained two stone. For the next few years, I drank what I thought was a 'normal' amount until I became pregnant with my son at 28, and three years later my daughter. I then drank again, the stresses of motherhood and my job making me reach for the wine as soon as they were in bed. As the kids got older, my drinking became more regular and earlier – a glass while making dinner then another.

I attempted a Dry January® challenge in 2023 but only managed two weeks and in the spring I decided to start moderating which didn't really work for me. By the end of the year, I was back to my old ways and on Christmas day I felt utterly dreadful – anxious and depressed on what should have been a happy occasion.

It was then I made the decision to try again in 2024. It wasn't easy but I felt a huge sense of pride when I managed it. It got to 2 February and I 'rewarded' myself with a glass of wine. It tasted disgusting but I forced it down. Looking back, I can't believe I would force myself to drink something when my body was clearly telling me not to, but that's the power of alcohol. I had a total of three drinks in February and then one or two drinks per month until June, which I was happy with.

Despite a tricky period in June when we moved house, my last drink was on 16 August on my partner's birthday. I am convinced that I couldn't have reached this point had I not completed my Dry January® challenge.

I cannot begin to describe the difference it has made to my life – losing half a stone and saving over £3,500 this year are just the tip of the iceberg. I have so much more energy, I sleep like a baby, my skin, eyes, hair are so much better. My hormonal symptoms have dramatically reduced. The most important thing for me is the ability to handle stressful situations without alcohol and the positive effects on my mental health. I am productive and focused in my job and my relationships with my partner, family and friends are great.

The Facebook groups and Try Dry® app are amazing and really helped me, especially during the first few weeks. I still interact on the groups regularly and enjoy supporting others and seeing everyone's progress. I have recently discovered that books and podcasts are great tools for keeping focused and are helping me along the way in this new life that I'm enjoying – being present, sober and happy.

Discover the experiences of individuals exploring and changing their relationship with alcohol on our blog: alcoholchange.org.uk/about-us/blog

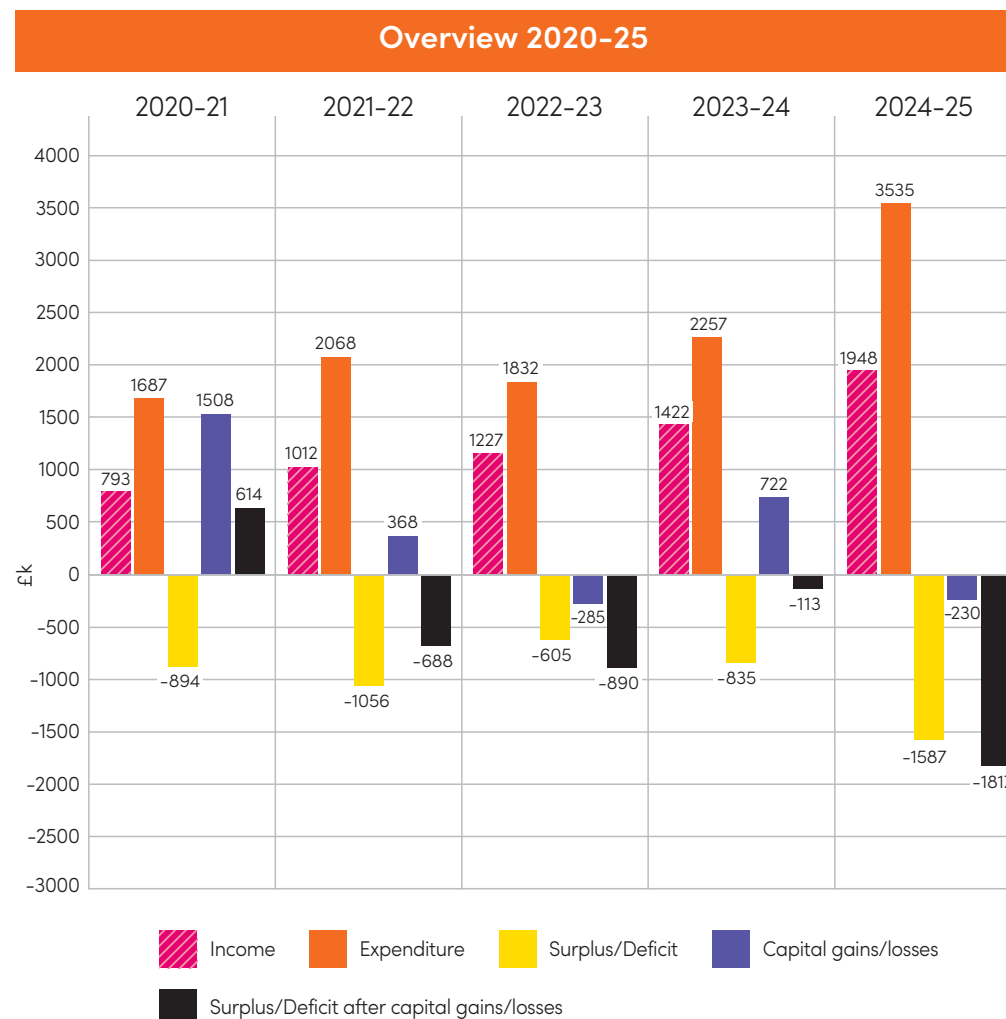
2024-25 overview

2024-25 was year one of our new five-year financial strategy, which sees us investing significantly from our reserves in order to drive growth in income, in charitable expenditure, and in our impact. By 2029, we plan to be close to achieving long-term financial sustainability (income and expenditure in balance) with diverse income streams. We expect our reserves to be much lower and our impact to be much higher.

In particular, the strategy is to invest early, making significant investments at the start of the strategy, with a view to seeing the fruits of that investment sooner. The majority of this growth will be through fundraising, and there is always a delay between investment in fundraising and the returns.

The Overview 2020-2025 chart shows that this process has begun. In the previous four years (2020-21 to 2023-24) both income (pink) and expenditure (orange) grew steadily. In 2024-25, however, expenditure jumped by around £1.3m to £3.535m. Income grew by £526k to £1.948m, although it should be noted that £369k of this was a 'property credit' due to an increased valuation of our previous head office at 27 Swinton Street. Our operating deficit (shown in yellow) before capital gains and losses was £1.587m, much larger than the £835k from the previous year.

The Overview 2020-2025 chart also highlights the significant volatility in our capital gains/losses (shown in lilac), almost all resulting from the volatility of our investments. In some years we saw gains of over £1.5m. In other years we saw losses. The diversification of our new financial strategy is reducing our reliance on these volatile investment returns, and will continue to do so.



Income

The Income 2020-2025 chart shows how the make-up of our income has changed over the past five years. The chart does not show the £369k property credit in 2024-25.

Between 2020-21 and 2024-25, total investment income (lilac) fell by £56k (15%) but income from the other three sources rose by £842k (£438k to £1,280k, or 192%). Donations and legacies income (pink) grew from £132k to £353k (up £221k or 167%) and charitable activities income (orange) from £252k to £917k (up £665k or 264%).

The picture, then, is of slowly reducing investment income, more than offset by rapidly growing income from other sources.

In total, Alcohol Change UK now (2024-25) has 14 fundraising income streams and 8 other income streams, making a total of 22 income streams, just one of which is investment income.

Any growth in our investment capital (as opposed to investment income) is not treated as income and is not shown on the Income 2020-2025 chart.

Spending

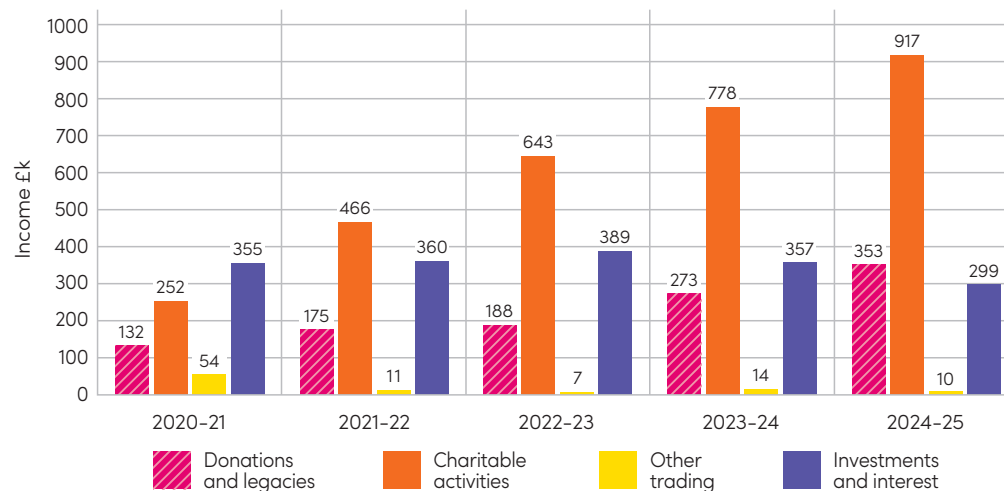
The Expenditure 2020-2025 chart shows the three main types of expenditure over the past five years.

It shows that 2024-25 saw us make a very significant investment in charitable expenditure, up to £2.575m from £1.804m the previous year. This is a £771k or 43% increase, and saw us particularly investing in our engagement work, our behaviour change programme, our information and advice function, our consultancy and training programmes, and our policy and research activities.

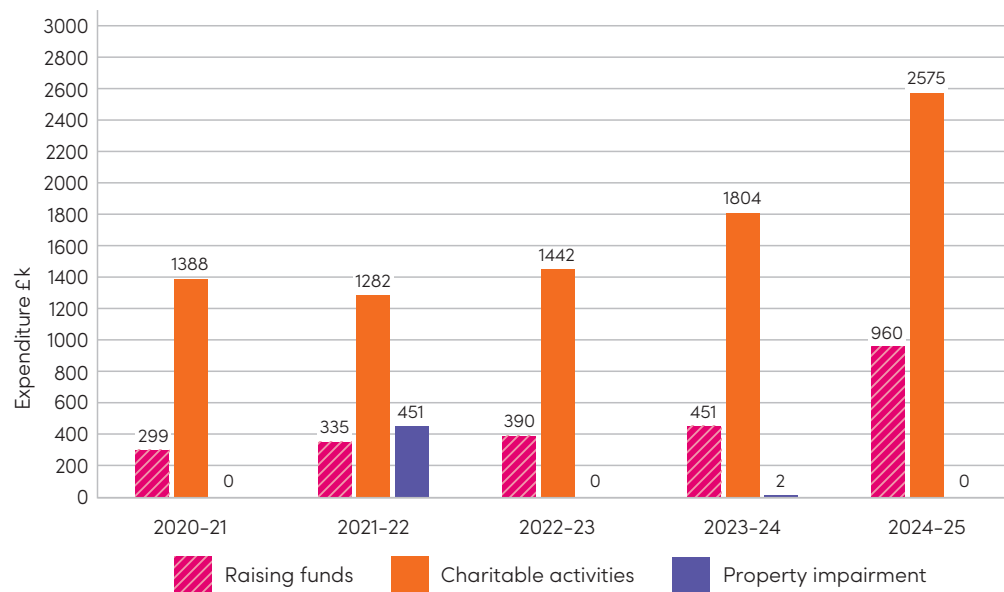
This growth in charitable expenditure, in absolute terms, means that we are delivering more and more impact, reducing alcohol harm for more people, faster. Expenditure on charitable activities was 73% of total expenditure.

Expenditure on 'raising funds' includes the cost of managing our investments and our investment property, not just the costs of fundraising activity. Consistent with the new strategy described above, this shows a very significant increase from £451k to £960k, or an increase of £509k (113%) in one year.

Income 2020-25



Expenditure 2020-25



Property

The charity owns the ground floor, basement and terrace of 27 Swinton Street, London, WC1X 9NW. We have historically rented out the basement to tenants, while using the ground floor as our office. In April 2025 we moved to a new rented office at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE. The basement at Swinton Street is currently (20 Oct 2025) rented out to a tenant who has handed in their notice and expects to terminate their lease on 9 Nov 2025. We are looking to either sell or lease the entire property. Both parts of the property were revalued on 31 March 2025, and these valuation increases are shown on our statement of financial activity and balance sheet below.

Investment income and value

The vast majority of our reserves are held in investments or high-interest cash accounts. The investments generate two sorts of returns: investment income and capital gains (or losses). In 24-25 our investment income (plus interest) was £300k, which constituted 15% of our total income. In 23-24 it made up 25% of total income. This ongoing reduction in reliance on our investment income is one of the key objectives of our financial strategy.

The value of our listed investments at 31 Mar 2025 was £6,341,823 (31 Mar 2024: £9,537,579; 31 Mar 2023: £8,684,354; 31 Mar 2022: £10,522,409; 31 Mar 2021: £10,517,112; 31 Mar 2020: £10,109,280; 31 Mar 19: £11,836,726) excluding cash in our bank accounts. This substantial drop of over £3m over the last year was driven partly by the much larger 24-25 deficit, which was covered by sale of our investment units, partly by the fact that we were holding around £1m in our high-interest account after unit sale just before 31 March 2024, and partly by a significant drop in the value of our investment unit price from early Feb 2025 onwards as global markets responded to the new and evolving US tariff regime.

Investment management

Our investment policy and investment management arrangements were completely overhauled in 2021. The board reviewed our investment policy, strategy, and ethics; and retendered the management of our investments. In Jun 2021 we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. Having considered the charity's reliance on public support, the Board decided to significantly strengthen its environmental and ethical approach by avoiding investments in any company with over 5% of its income from:

- Alcohol: production, wholesale or retail
- Tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing and intensive farming.

Finally in 2021, the board retendered its investment management, in line with good practice, as this had not been done for ten years. As a result of that exercise, the board agreed in Sep 2021 to appoint CCLA to manage its investment funds. The transfer process from Investec to CCLA was completed by Aug 2022.

Future financial plans

Our new financial strategy (2024-29) is to spend down our reserves more confidently, to around 12-18 months of expenditure by the end of the strategy 31 March 2029. This major investment from our reserves is being used to drive additional impact (reaching more people and reducing alcohol harm faster) and to accelerate our financial growth so that, by the financial year 28-29, we have a total income of £4m to £5m, are more or less in a breakeven position, and are spending significantly more in absolute terms on charitable expenditure. By supporting us financially, stakeholders and supporters reduce alcohol harm faster. We are also seeking to sell our property.

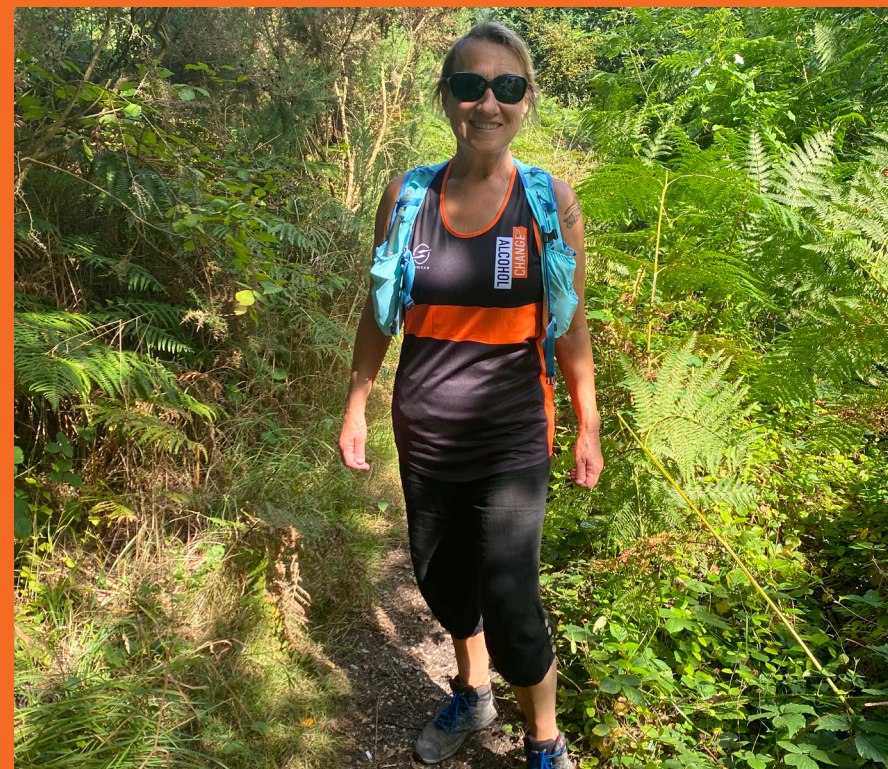
Reserves policy

Our reserves policy for the strategic period 2024-29 is to spend down our reserves to around 12-18 months of expenditure by 31 Mar 2029. Currently, our reserves are above this level, in line with our financial strategy, and are being reduced significantly each year.

At 31 Mar 2025 our free reserves, defined as investments plus net current assets less restricted funds, were £7,743,988, which is 26 months of expenditure. On 31 Mar 2024, free reserves were £9,905,550 (53 months); in 31 Mar 2023 they were £9,854,283 (65 months); and in 31 Mar 2022 they were £10,846,172 (63 months). This shows that reserves fell significantly in 24-25, halving as a proportion of expenditure in one year. This was in line with the 2024-29 strategy and our plan is for them to continue falling rapidly over the next four years.

Going concern

The board has thoroughly assessed the charity's ability to continue as a going concern for the foreseeable future, including a major review in July 2025 for financial plans to 2030. We have considered a wide spectrum of internal and external risks, including external shocks, operational plans, budgets, and financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.



‘I’m running on behalf of Alcohol Change UK because it does great work. I spent years trying to cut down on my own drinking, but it always crept back up. I’m lucky enough that I changed my relationship with alcohol in time, but many are still struggling, so supporting this cause is so important to me.’ - Gillian, fundraiser for Alcohol Change UK

How we are run

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of 12 trustees (at 20 Oct 2025) and employ a professional staff team of 45 (at 20 Oct 2025) to deliver our work. We engage with thousands of other people who support the cause of reducing alcohol harm.

Our purpose and public benefit

Our objects (our official charitable purpose as set out in our governing document) are “The reduction of alcohol-related harm to individuals, families and communities.” We work for a society that is free from the harm caused by alcohol. We prioritise the reduction of alcohol harm in the UK although our objects do not limit us to working in the UK.

We actively refer to the Charity Commission’s guidance on public benefit when reviewing the charity’s strategy and aims, and in planning and delivering activities. Alcohol Change UK exists to benefit the entire UK population by undertaking charitable activities which help to reduce alcohol harm for people across the UK. Our charitable activity is diverse and freely accessible to a broad public audience, not least the Dry January® challenge and our engaging and accessible public-facing website.

Our values

We seek to live by and hold ourselves accountable against these three values, every day.

Truthful.

We seek and tell the truth.

Compassionate.

We care deeply about everyone seriously harmed by alcohol, whoever they are.

Ambitious for change.

We are optimistic and determined.

A central part of our work is influencing policy and regulations so that alcohol harm can be reduced. However, we are not party political. We work across all political parties. Our staff and trustees will have a wide range of personal political affiliations. We are fully inclusive and we are here for everyone.

Governance and leadership

Board

We are governed by a Board of Trustees who are all volunteers and who, collectively, have expertise in senior management, income generation, communications, law, influencing policy, academic research and addiction. Many of them have professional expertise in alcohol issues and/or personal experiences of alcohol harm and all of them are deeply committed to reducing alcohol harm. The trustees set the overall direction and strategy of Alcohol Change UK and appoint the Chief Executive Officer. They support and challenge the chief executive officer and monitor the charity’s performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members. The board regularly assesses itself against the Code of Good Governance (next review Jan-Mar 26) and works to constantly develop and improve its performance. Full board meetings occur five times a year.

Trustees, Members and Directors

Our memorandum and articles of association (our legal governing document) allow a maximum of 15 trustees at any one time. On 1 Apr 2024 we had twelve trustees. During the year, two new trustees were recruited, one stepped down and one deceased, so on 31 Mar 2025 we had twelve trustees. Since the financial year-end there

has been no further change in trusteeships so we have 12 trustees at 20 Oct 2025. Trustees may serve a maximum of three terms, the first of which is randomly set as three or four years (to stagger term lengths when recruiting multiple trustees at one time), with subsequent terms always three years. The charity has ‘members’, who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

Recruitment, induction and development

Trustees are recruited using an open recruitment process. Vacancies are widely advertised and we work hard to broaden the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, a full induction pack of key documents, and a training session on the roles and duties of trustees. Trustees are also offered opportunities for ongoing learning and development, both through collective sessions provided to the board as a whole and through a trustee training budget.

Sub-committees

During the year we operated four sub-committees to support and challenge the executive team in more depth than is possible at full board meetings. Sub-committees do not generally have delegated decision-making powers but may recommend a course of action or a decision to the full board. The exception to that is that sub-committees may take decisions to approve certain operational policies, while ensuring that the full board retains control of certain key policies.

- The research and policy sub-committee oversees our research programme and influencing activity.
- The impact and income development sub-committee oversees fundraising, communications, behaviour change, and consultancy and training.
- The finance, audit, investment and risk sub-committee oversees finance, audit, risk, facilities and investment.
- The governance and people sub-committee oversees governance and HR matters, including leading on trustee and CEO recruitment.

Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the Board of Trustees and the responsibility for implementing strategy and for day-to-day management is delegated to the chief executive. The chief executive in turn delegates authority to their team and through them to individual budget-holders and team members. This is set out in a detailed delegation of authority policy which is regularly reviewed (last review December 2024).

Executive team

An executive team is formed by the Chief Executive Officer, if they wish, in order to advise them and to ensure different teams across the charity are working as a coordinated single team. As of August 2025, the executive team consisted of seven staff: the CEO, Director of the Wales Office, Director of Research and Public Affairs, Executive Director of Income & Engagement, Executive Director of Marketing and Communications, Head of Finance and Head of Office, People and Governance.

Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts with any item on the meeting agenda. We also have a clear policy on accepting funds, including not accepting funds from the alcohol industry.

Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who want to reduce alcohol harm. We listen to them on a wide range of matters, through large-scale surveys and in-depth pieces of advice on specific issues. We also access professional advice as needed, for example from lawyers, HR advisors, and digital experts.



Staffing

At 1 April 2025 the charity employed 40 staff and at 20 October 2025 we employed 45 staff. All staff are supported to develop personally and professionally, and we work hard to build and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.



Pay policy

Alcohol Change UK has in place a fair, transparent pay and grading policy with defined grades for each role and defined pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). Pay levels are benchmarked annually against similar roles for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay at the median of the benchmarked range. Posts are graded according to a published job evaluation system. There are five pay points within each grade and staff pay points are reviewed annually based on personal learning and development, and market competition for that type of post. Annually, the Board determines how salaries should be adjusted to reflect changes in the cost of living, with a general policy of matching the February rate of the consumer prices index including housing (CPIH), applied from 1 April. Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries, alongside other benefits including life assurance and an annual leave trading system.

Chief Executive Officer's pay

It is the board's policy to pay its Chief Executive in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for similar posts, and (v) practical issues such as the location of our head office.

The Board benchmarks the CEO's pay annually against the ACEVO salary survey. Given the national profile of the charity and the Dry January® challenge; our role in national policymaking; the considerable assets of the charity; the complexity and range of our strategy; the depth, breadth and seniority of relationships managed; and our London Head Office; we currently benchmark against the average salary of the upper quartile of charities with an income of £5m-£9.99m in the ACEVO survey. We generally seek to ensure that CEO pay is within a range no less than 2.5% below and no more than 2.5% above this figure.

In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance and the charity's financial context. The CEO, like all staff, generally receives the annual cost of living adjustment each April, unless the Board decides otherwise. The Board retains absolute discretion to set CEO pay outside these limits. CEO pay was last reviewed in Sep 2025 and the Board has determined to review it in March/April each year starting from 2026. The ratio of the chief executive's salary to the median full-time-equivalent salary within the charity was 2.5:1 (23-24: 2.6:1) and to the lowest full-time-equivalent salary within the charity was 4.4:1 (23-24: 4.3:1).



Equality, diversity and inclusion

One of our three core values is compassion: caring about everyone who might experience alcohol harm, whoever they are. Equality and inclusivity are therefore central to who we are. We believe that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion. And we want everyone who works for the charity to feel that they belong.

We have made positive efforts to diversify both our board and staff team over the past year. A confidential 2024 staff survey showed our staff team to be more diverse than the general population in terms of gender identity, ethnicity, and neurodiversity but less diverse on age, religion, sexual orientation and (dis)ability. We employ more women than men. A similar survey of our board (also 2024) showed that in most areas monitored, Alcohol Change UK's board is becoming more diverse than in previous years with better representation in terms of age, sexual orientation, ethnicity and neurodiversity. Our board survey indicated lower diversity than the general population with regards to (dis)ability. More than half of our staff team and 100% of our board identified as having personal experience of alcohol harm.

In recent years, all staff and trustees have been offered training in unconscious bias and inclusion. We have in place both a dynamic and well-considered anti-racism action plan and a broader equality, diversity, inclusion and belonging action plan; and are actively implementing these plans and holding ourselves accountable for progress against them. These include accepting the historic role of organisations like ours in perpetuating inequalities and discrimination, and the need for fundamental change if we are to live up to our values and be genuinely anti-racist.



Managing risk

As a charity, we do not seek to avoid risk. We focus on maximising impact. We seek to understand what risks we might face and how best to manage them. In 2019-20 we adopted a new, robust approach to risk management, accompanied by a comprehensive and dynamic risk register. Risks are classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. Our executive team considers whether any new risks have emerged at least once a quarter and reviews the full risk register annually. Each sub-committee undertakes a full review of the A to C risks within its remit annually, and the full board reviews the whole register annually. The overall process of risk management is overseen by the finance, audit, investment, and risk sub-committee.

Our key risks

The register was fully reviewed by the board at its meeting on 7 Jul 2025 and approved on 13 Aug 2025. The register contained 5 A-level risks, 33 B-level risks and 31 C-level risks: a total of 69 risks at level C or above. The table shows the four highest scoring risks with the biggest jumps in annual risk score.

Risk	Impact/5 (8 Jul 24)	Probability/5 (8 Jul 24)	Total Score/25 (8 Jul 24)	Mitigation actions in place or planned	Update: 20 Oct 2025
Difficulty delivering long-term sustainability as income significantly differs from five-year rolling budget.	5 (Major)	3 (Moderately likely)	15	Full revision of financial projections, May-Jun 25. Targets based on reliable historic data. Targets based on meaningful investment plans. Constant review of progress by Executive and Board.	Risk score at 20/10/25 remains $5 \times 3 = 15$. We are now tracking income monthly and the Board has sight of this.
The information and advice that we provide is (i) inaccurate and/or (ii) unhelpful, especially by being too generic (not personalised for our beneficiaries and their circumstances).	3 (Moderate)	4 (Probable)	12	We carefully assure the accuracy of our information and consistently remind readers that our information is not medical advice. For personalised advice, this is a current gap, but we have a clear strategy in place to develop an advice function of some description from 26-27, strongly managing clinical governance and quality assurance issues.	Risk score at 20/10/25 remains $3 \times 4 = 12$. We are progressing at pace plans to develop an advice function, including exploring the option of AI to enable that to happen at scale, but we won't compromise on quality.
Misuse of AI by a staff member, such as uploading commercial or personal data to an open source AI platform, AI-generated content being used without being checked, misuse of copyrighted material, etc	4 (Serious)	3 (Moderately likely)	12	We have shared an interim, generic Dos and Don't sheet with staff and asked all staff to confirm they have read it. We will be working with an agency from Aug to Nov 25 to develop governance processes for AI at Alcohol Change UK.	Risk score at 20/10/25 $4 \times 3 = 12$. Following significant progress on an internal AI project involving all staff, our assessment is that the likelihood of this risk has reduced slightly.
Website, Try Dry® app, data server or social media cyber attack.	4 (Serious)	3 (Moderately likely)	12	High level specification of security software; continuous cyber-attack training for all staff and internal monitoring of its completion; penetration test of Try Dry® and ALICE; addition of MFA to ALICE login.	Risk score at 20/10/25 remains $4 \times 3 = 12$. It is difficult to reduce this risk further. We have a high level of protection and strong internal practices, but we know that one click on the wrong link can lead to serious problems.

Compliance

Safeguarding and whistleblowing

We take our responsibility to provide a safe workplace extremely seriously. We work very hard to offer a positive, warm and friendly working environment, with a clear process for staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website, through contact with staff or trustees, or through the Try Dry® app and the Dry January® challenge. All staff and board members are DBS checked. Relevant website content is accuracy-checked prior to publication. Our Try Dry® app and the broader Dry January® challenge messaging contain repeated messages that anyone who experiences symptoms of alcohol withdrawal should not stop drinking suddenly and should seek immediate medical attention. We have had no reports of any medical emergencies resulting from the Dry January® challenge or our other support services, but we work to continually enhance our messaging to reduce such risks further.

Data protection

We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually and on cyber-security multiple times a year. Clear processes are in place and frequently communicated. We had one reportable data incident during the 2024-25 financial year. We were the victim of a successful phishing attack which was reportable to the ICO and Charity Commission, who both agreed that our actions were adequate, and no further action was needed.

Fundraising

Many people actively want to reduce alcohol harm, and we make it as easy as possible for them to do so in ways that work for them. We pride ourselves on very high fundraising ethics. In 2024-25, we had 0 fundraising complaints. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource public fundraising to agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their will. We do not currently undertake telephone, door-to-door or face-to-face fundraising, but should we do so in future, would ensure we have robust policies in place to protect any vulnerable person we encounter. Any postal and email fundraising appeals are limited; and are only sent to contacts who are existing supporters and/or where we have full permission to contact. We are members of the Fundraising Regulator and work within the Code of Fundraising Practice.

Memberships

During the financial year, we were members of Charity Comms, the National Council for Voluntary Organisations, Eurocare (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance.

We are very external-facing as an organisation and we collaborate deeply with others.

Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity 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 and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which 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 in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements.

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity'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 regulations made under the Companies Act 2006 and the Charities Act 2011. 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.


The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 20 Oct 2025 and signed on their behalf by

M P Urwin

Mick Urwin
Chair of the Board of Trustees





We engage with thousands
of other people who support
the cause of reducing
alcohol harm.

Report of the independent auditors to the members of Alcohol Research UK

Opinion

We have audited the financial statements of Alcohol Research UK (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charity's affairs as at 31 March 2025 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 Charities Act 2011.

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 charity 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 charity'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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 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 charity'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 cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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.

Other matters

Your attention is drawn to the fact that the charity has prepared financial statements 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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Martin Gurney FCA (Senior Statutory Auditor)
For and on behalf of Haines Watts Swindon Limited, Statutory Auditor
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 20 - 11 - 2025

Haines Watts Swindon Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Statement of financial activities (incorporating an income and expenditure account). For the year ended 31 March 2025

		2025			2024		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and legacies	2	352,602	-	352,602	273,345	-	273,345
Charitable activities:	3						
Research		-	63,274	63,274	-	60,374	60,374
Engagement		-	-	-	-	-	-
Policy and influencing		22,659	53,783	76,442	24,612	51,318	75,930
Culture shift		-	41,129	41,129	-	39,244	39,244
Information and advice		32	-	32	29	-	29
Behaviour change		331,352	-	331,352	164,375	-	164,375
Improving alcohol treatment		386,044	-	386,044	420,479	-	420,479
Alcohol in the workplace		18,304	-	18,304	17,906	-	17,906
Other trading activities	4	9,733	-	9,733	14,090	-	14,090
Investments	5	299,231	-	299,231	356,405	-	356,405
Other income		1,000	-	1,000	-	-	-
Property credit	14	368,953	-	368,953	-	-	-
Total income		1,789,910	158,186	1,948,096	1,271,241	150,936	1,422,177
Expenditure on:							
Raising funds							
Donations and legacies		943,397	-	943,397	435,512	-	435,512
Investment management costs		17,099	-	17,099	14,724	-	14,724
Charitable activities:							
Research		220,907	68,946	289,853	134,427	65,270	199,697
Engagement		170,923	-	170,923	183,630	-	183,630
Policy and influencing		307,226	51,691	358,917	201,867	48,952	250,819
Culture shift		125,923	38,749	164,672	53,299	36,714	90,013
Information and advice		161,936	-	161,936	137,200	-	137,200
Behaviour change		869,823	-	869,823	490,546	-	490,546
Improving alcohol treatment		441,859	-	441,859	343,206	-	343,206
Alcohol in the workplace		116,670	-	116,670	110,073	-	110,073
Other expenditure:							
Loss on disposal of fixed assets	14	236	-	236	-	-	-
Impairment cost	14	-	-	-	2,137	-	2,137
Total expenditure	6a / 6b	3,375,999	159,386	3,535,385	2,106,621	150,936	2,257,557
Net (expenditure) before (losses)/gains on investments and before investment property revaluations		(1,586,089)	(1,200)	(1,587,289)	(835,380)		(835,380)
Net (losses)/gains on investments	16	(245,756)	-	(245,756)	853,225	-	853,225
Gain/(loss) on revaluation of investment property	17	15,386	-	15,386	(130,711)	-	(130,711)
Net (expenditure) for the year	9	(1,816,459)	(1,200)	(1,817,659)	(112,866)		(112,866)
Reconciliation of funds:							
Total funds brought forward		11,610,986	1,200	11,612,186	11,723,852	1,200	11,725,052
Total funds carried forward	20a/20b	9,794,527	-	9,794,527	11,610,986	1,200	11,612,186

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

Balance sheet (Company no. 07462605) As at 31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed assets:					
Tangible assets	14	1,421,563		1,078,780	
Intangible assets	15	138,676		151,742	
Investments	16	6,341,823		9,537,579	
Investment property	17	490,300		474,914	
		<u>8,392,362</u>		<u>11,243,015</u>	
Current assets:					
Stock		10,601		4,255	
Debtors	18	565,200		368,543	
Cash at bank and in hand		1,167,029		381,171	
		<u>1,742,830</u>		<u>753,969</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(340,665)		(384,798)	
Net current assets		<u>1,402,165</u>		<u>369,171</u>	
Total net assets		<u>9,794,527</u>		<u>11,612,186</u>	
The funds of the charity:	20a / 20b				
Restricted income funds:		-		1,200	
Unrestricted income funds:					
General funds		9,794,527		11,610,986	
		-		-	
Total charity funds		<u>9,794,527</u>		<u>11,612,186</u>	

Approved by the board of directors on 20 October 2025 and signed on their behalf by:

M P Urwin

Mick Urwin
Chair of the Board of Trustees

The notes on pages 40 to 61 comprise part of these financial statements.

Statement of cash flows For the year ended 31 March 2025

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Net (expenditure) for the reporting period (as per the statement of financial activities)		(1,817,659)		(112,866)	
Depreciation and revaluation on tangible fixed assets	14	(337,301)		34,208	
Loss on disposal of fixed assets	14	236		-	
Amortisation of Intangible fixed assets	15	72,691		71,998	
Losses/(gains) on revaluation of investments	16	245,756		(853,225)	
(Gains)/losses on revaluation of investment property	17	(15,386)		130,711	
Dividends, interest and rent from investments	5	(299,231)		(356,405)	
(Increase)/decrease in stocks		(6,345)		1,985	
(Increase) in debtors	18	(196,657)		(18,128)	
(Decrease) in creditors	19	(44,133)		(140,669)	
Net cash used in operating activities		<u>(2,398,029)</u>		<u>(1,242,391)</u>	
Cash flows from investing activities:					
Dividends, interest and rent from investments	5	299,231		356,405	
Purchase of tangible fixed assets	14	(5,718)		(13,159)	
Proceeds from sale of fixed assets	14	-		-	
Purchase of intangible fixed assets	15	(59,625)		(59,625)	
Proceeds from sale of investments	16	2,950,000		-	
Net cash provided by investing activities		<u>3,183,887</u>		<u>283,621</u>	
Change in cash and cash equivalents in the year		<u>785,858</u>		<u>(958,771)</u>	
Cash and cash equivalents at the beginning of the year		<u>381,171</u>		<u>1,339,942</u>	
Cash and cash equivalents at the end of the year		<u>1,167,029</u>		<u>381,171</u>	

Alcohol Change UK has not provided an analysis of changes in net debt as it does not have any long-term financing arrangements.

Notes to financial statements For the year ended 31 March 2025

Accounting policies

a) 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 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company 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 or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

Key assumptions and estimations were made from external professional parties for the significant transactions relating to building impairments and investment property gains/(losses).

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

b) Going concern

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The charity has cash reserves of **£1,167,029** (2024: £381,171) and net assets of **£9,794,527** (2024: £11,612,186).

More information on this is provided in the Trustees' Annual Report.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) 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.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

f) Expenditure and irrecoverable VAT

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 raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose and investment manager fees.
- Expenditure on charitable activities includes the costs of our programmes: research, engagement, policy and influencing, culture shift, information and advice, behaviour change, improving alcohol treatment and alcohol in the workplace, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

Notes to financial statements

For the year ended 31 March 2025

g) Allocation of support costs

Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities.

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

	2025	2024
• Raising funds	25%	20%
• Research	6%	4%
• Engagement	9%	13%
• Policy and influencing	12%	11%
• Culture shift	5%	3%
• Information and advice	7%	9%
• Behaviour change	21%	20%
• Improving alcohol treatment	11%	13%
• Alcohol in the workplace	4%	7%

h) Grants payable

Grants which have been authorised and paid are included as expenditure in the Statement of Financial Activities. Grants which have been authorised but not yet paid are accrued in the balance sheet and are included within creditors falling due within one year or after one year (as appropriate).

i) Tangible fixed assets

Tangible fixed assets Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. The building is defined as a mixed-use property as it is partly used for charitable activity, and partly leased out as an investment. The proportion held for charity use is recognised at historic cost less impairment, and the proportion held for investment is recognised at market value as described in note 1 (n) below.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Land	Not depreciated
• Leasehold property	50 years
• Office equipment	3 years
• Furniture & fixtures	3 years
• Software	3 years

j) Intangible fixed assets

Intangible fixed assets comprise software development costs incurred in updating, developing and improving the charity's 'Dry January®' and 'Try Dry®' software application.

Amortisation is provided at a rate calculated to write down the cost of this asset to its estimated residual value over its expected useful life. The amortisation rate in use is as follows:

• Software Development	5 years
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k) Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

Notes to financial statements For the year ended 31 March 2025

l) Investment income

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

o) Stock

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

p) 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.

q) Cash and cash equivalents

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.

r) 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.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

t) Foreign exchange transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

u) Pensions

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Notes to financial statements

For the year ended 31 March 2025

2 Income from donations and legacies

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Donations from individuals and trusts	332,524	-	332,524	265,400	-	265,400
Legacies	20,078	-	20,078	7,945	-	7,945
	352,602	-	352,602	273,345	-	273,345

3 Income from charitable activities

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Research						
Welsh Government	-	63,274	63,274	-	60,374	60,374
Policy and influencing						
Conference income	22,659	-	22,659	24,612	-	24,612
Welsh Government	-	53,783	53,783	-	51,318	51,318
	22,659	53,783	76,442	24,612	51,318	75,930
Culture shift						
Welsh Government	-	41,129	41,129	-	39,244	39,244
Information and advice						
Other Income	32	-	32	29	-	29
Behaviour change						
Other Income	331,352	-	331,352	164,375	-	164,375
Improving alcohol treatment						
	386,044	-	386,044	420,479	-	420,479
Alcohol in the workplace						
	18,304	-	18,304	17,906	-	17,906
Total income from charitable activities	758,391	158,186	916,577	627,401	150,936	778,337

The charitable company receives government grants, defined as funding from the Welsh Government to fund charitable activities (note 20c).

The total value of such grants in the period ending 31 March 2025 was **£158,186** (2024: £150,936). This includes an extra one off grant for a Feeding Recovery Project of **£7,250** (2024: £0).

There are no unfulfilled conditions or contingencies attaching to these grants.

Notes to financial statements
For the year ended 31 March 2025

4 Income from other trading activities

	2025		2024	
	Unrestricted £	Restricted £	Unrestricted £	Restricted £
Merchandise Sales	9,733	-	14,090	-
		9,733		14,090

5 Income from investments

	2025	2024
	Total £	Total £
Fixed Interest Investment cash account	23,937	26,617
Managed Fund Equities - UK and overseas	214,782	276,144
	238,719	302,761
Investment property rental income	41,424	39,375
Investment property service charge income	9,110	9,706
Bank deposit interest	9,937	4,563
Repayment interest received from HMRC	41	-
	299,231	356,405

All income from investments is unrestricted.

Notes to financial statements

For the year ended 31 March 2025

Cost of raising funds ■
 Charitable activities ■
 Other expenditure ■

6a Analysis of expenditure (current year)

	Donations and legacies	Investment management costs	Research	Engagement	Policy and influencing	Culture shift	Information and advice	Behaviour change	Improving alcohol treatment	Alcohol in the workplace	Support and governance costs	Leasehold Property Impairment	Loss on disposal of fixed assets	2025 Total	2024 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs (note 10)	418,598	8,969	149,671	97,292	247,952	114,894	99,968	283,722	209,712	61,643	306,112	-	-	1,998,533	1,328,936
Other staff costs	622	300	185	23	372	37	-	11	156	105	25,337	-	-	27,148	41,353
Board and committees	-	-	-	-	-	-	-	-	-	-	3,499	-	-	3,499	6,680
Buildings and office running costs	23,557	-	1,433	14,237	21,326	1,362	381	23,254	4,952	4,952	134,690	-	-	230,144	186,439
Conferences and events	4,386	-	143	2,330	6,579	83	7	20	5,867	2,488	2,824	-	-	24,727	26,882
Amortisation & depreciation	-	-	-	-	-	-	-	72,691	-	-	31,652	-	-	104,343	104,068
Leasehold property impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,137
External associates and advice	347	330	299	-	750	194	-	-	149,964	7,760	2,915	-	-	162,559	126,507
Fundraising expenses	325,908	-	-	-	-	-	-	-	89	212	-	-	-	326,209	91,495
Grants management and advisory panel costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25
Grants payable (note 8a)	-	-	(20,233)	-	-	-	-	-	-	-	-	-	-	(20,233)	-
Insurance	173	-	-	-	-	-	-	-	-	-	12,992	-	-	13,165	11,165
Investment costs	-	5,000	-	-	-	-	-	-	-	-	(4,582)	-	-	418	1,040
Legal and professional fees	-	2,500	-	-	-	-	-	-	-	-	35,326	-	-	37,826	36,777
Meeting costs	4,402	-	425	332	677	232	576	335	373	200	1,845	-	-	9,397	11,175
Other costs	1,629	-	21	1,075	939	21	29	53,768	1,864	175	6,356	-	-	65,877	25,968
Publications, communications and marketing	25,403	-	(403)	3,896	6,210	5,839	19,632	317,077	5,265	15,878	2,759	-	-	401,556	190,379
Research, policy and campaigns costs	1,234	-	122,685	5,077	6,334	8,987	369	4,384	567	344	-	-	-	149,981	66,531
Loss on disposal of fixed assets	-	-	-	-	-	-	-	-	-	-	-	-	236	236	-
	806,259	17,099	254,226	124,262	291,139	131,649	120,962	755,262	378,809	93,757	561,725	-	236	3,535,385	2,257,557
Support and governance costs (note 7a)	137,138	-	35,627	46,661	67,778	33,023	40,974	114,561	63,050	22,913	(561,725)	-	-	-	-
Total expenditure 2025	943,397	17,099	289,853	170,923	358,917	164,672	161,936	869,823	441,859	116,670	-	-	236	3,535,385	
Total expenditure 2024	435,512	14,724	199,697	183,630	250,819	90,013	137,200	490,546	343,206	110,073	-	2,137	-		2,257,557

Notes to financial statements
For the year ended 31 March 2025

Cost of raising funds ■
Charitable activities ■
Other expenditure ■

6b Analysis of expenditure (prior year)

	Donations and legacies £	Investment management costs £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	Support and governance costs £	Leasehold Property Impairment £	2024 Total £
Staff costs (note 10)	212,400	6,269	109,257	106,360	159,037	62,057	68,869	198,335	137,189	59,387	209,776	-	1,328,936
Other staff costs	3,000	957	34	-	25	19	-	-	273	-	37,045	-	41,353
Board and committees	-	-	-	-	-	-	-	-	-	-	6,680	-	6,680
Buildings and office running costs	12,668	-	785	8,924	10,118	1,031	360	17,061	5,410	3,599	126,483	-	186,439
Conferences and events	99	-	890	-	10,747	501	-	-	9,226	4,181	1,238	-	26,882
Amortisation & depreciation	-	-	-	-	-	-	-	71,998	-	-	32,070	-	104,068
Leasehold property impairment	-	-	-	-	-	-	-	-	-	-	-	2,137	2,137
External associates and advice	-	-	-	-	375	-	-	-	119,026	4,637	2,469	-	126,507
Fundraising expenses	89,165	-	-	788	1,056	115	-	334	-	37	-	-	91,495
Grants management and advisory panel costs	21	-	-	-	-	-	-	-	-	-	4	-	25
Grants payable (note 8a)	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	11,165	-	11,165
Investment costs	-	5,500	-	-	-	-	-	-	-	-	(4,460)	-	1,040
Legal and professional fees	-	1,998	-	-	-	-	-	-	-	-	34,779	-	36,777
Meeting costs	38	-	576	-	2,081	253	-	127	371	-	7,729	-	11,175
Other costs	15,760	-	26	1,782	5,713	18	97	115	1,187	38	1,232	-	25,968
Publications, communications and marketing	10,280	-	6,907	4,827	4,856	5,336	28,192	108,703	9,793	7,939	3,546	-	190,379
Research, policy and campaigns costs	1,833	-	51,966	1,213	2,906	1,743	790	4,269	1,209	602	-	-	66,531
	345,264	14,724	170,441	123,894	196,914	71,073	98,308	400,942	283,684	80,420	469,756	2,137	2,257,557
Support and governance costs (note 7a)	90,248	-	29,256	59,736	53,905	18,940	38,892	89,604	59,522	29,653	(469,756)	-	-
Total expenditure 2024	435,512	14,724	199,697	183,630	250,819	90,013	137,200	490,546	343,206	110,073	-	2,137	2,257,557

Notes to financial statements

For the year ended 31 March 2025

Cost of raising funds ■
Charitable activities ■

7a Analysis of support and governance costs (current year)

	Donations and legacies £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	2025 Total £	2024 Total £
Finance	37,298	9,576	12,690	18,348	8,917	11,144	31,158	17,148	6,232	152,511	97,175
Office and general management	14,696	4,559	5,000	7,819	3,956	4,391	12,277	6,757	2,455	61,910	59,410
IT, internet and telephones	9,557	3,418	3,252	5,425	2,828	2,855	7,983	4,394	1,597	41,309	35,293
HR and other professional fees	28,872	7,706	9,824	14,424	7,068	8,627	24,119	13,275	4,824	118,739	110,334
Buildings and premises	19,445	4,316	6,616	9,058	4,268	5,810	16,243	8,940	3,249	77,945	71,602
Support costs	109,868	29,575	37,382	55,074	27,037	32,827	91,780	50,514	18,357	452,414	373,814
Audit fees	2,299	510	782	1,071	505	687	1,921	1,057	384	9,216	10,244
Insurance	1,267	281	431	590	278	378	1,058	582	212	5,077	4,668
Legal advice	5,159	1,145	1,756	2,404	1,133	1,542	4,310	2,372	862	20,683	17,225
Board and committee meetings	443	98	151	206	97	132	370	203	74	1,774	1,573
Constitutional and statutory needs	503	112	171	234	110	150	420	231	84	2,015	3,062
Strategic management	17,599	3,906	5,988	8,199	3,863	5,258	14,702	8,091	2,940	70,546	59,170
Governance costs	27,270	6,052	9,279	12,704	5,986	8,147	22,781	12,536	4,556	109,311	95,942
Total expenditure 2025	137,138	35,627	46,661	67,778	33,023	40,974	114,561	63,050	22,913	561,725	
Total expenditure 2024	90,248	29,256	59,736	53,905	18,940	38,892	89,604	59,522	29,653		469,756

Notes to financial statements
For the year ended 31 March 2025

Cost of raising funds ■
 Charitable activities ■

7b Analysis of support and governance costs (prior year)

	Donations and legacies £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	2024 Total £
Finance	18,916	5,576	12,521	10,881	3,657	8,152	18,781	12,476	6,215	97,175
Office and general management	11,215	4,083	7,423	7,034	2,605	4,833	11,135	7,397	3,685	59,410
IT, internet and telephones	6,487	2,764	4,293	4,371	1,734	2,795	6,440	4,278	2,131	35,293
HR and other professional fees	21,559	6,174	14,270	12,266	4,066	9,291	21,405	14,219	7,084	110,334
Buildings and premises	13,450	5,049	8,903	8,550	3,210	5,796	13,354	8,871	4,419	71,602
Support costs	71,627	23,646	47,410	43,102	15,272	30,867	71,115	47,241	23,534	373,814
Audit fees	2,057	465	1,362	1,078	319	887	2,043	1,357	676	10,244
Insurance	938	212	621	491	145	404	931	618	308	4,668
Legal advice	3,460	783	2,290	1,812	535	1,491	3,435	2,282	1,137	17,225
Board and committee meetings	316	71	209	166	49	136	314	208	104	1,573
Constitutional and statutory needs	615	139	407	322	95	265	611	406	202	3,062
Strategic management	11,235	3,940	7,437	6,934	2,525	4,842	11,155	7,410	3,692	59,170
Governance costs	18,621	5,610	12,326	10,803	3,668	8,025	18,489	12,281	6,119	95,942
Total expenditure 2024	90,248	29,256	59,736	53,905	18,940	38,892	89,604	59,522	29,653	469,756

Notes to the financial statements

For the year ended 31 March 2025

8a Grant making (current year)

	Small grants £	Research and development grants £	Studentship grants £	2025 £	2024 £
At the start of the year	-	63,644	-	63,644	79,847
Awarded in year	-	-	-	-	-
Paid in the year	-	(43,411)	-	(43,411)	(16,203)
Grants cancelled	-	(20,233)	-	(20,233)	-
At the end of the year	-	-	-	-	63,644
Falling due within one year	-	-	-	-	63,644
Reconciliation of expenditure:					
	Small grants £	Research and development grants £	Studentship grants £	2025 £	
Awarded in year	-	-	-	-	
Grants cancelled	-	(20,233)	-	(20,233)	
Grants refunded	-	-	-	-	
At the end of the year	-	(20,233)	-	(20,233)	

8b Grant making (prior year)

	Small grants £	Research and development grants £	Studentship grants £	2024 £
At the start of the year	-	79,847	-	79,847
Awarded in year	-	-	-	-
Paid in the year	-	(16,203)	-	(16,203)
Grants cancelled	-	-	-	-
At the end of the year	-	63,644	-	63,644
Falling due within one year	-	63,644	-	63,644
Reconciliation of expenditure:				
	Small grants £	Research and development grants £	Studentship grants £	2024 £
Awarded in year	-	-	-	-
Grants cancelled	-	-	-	-
Grants refunded	-	-	-	-
At the end of the year	-	-	-	-

Full details of grants paid during the year and outstanding at the year end are listed in Appendix 1 to the Financial Statements.

Grants to individuals (studentship grants)

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

Notes to the financial statements

For the year ended 31 March 2025

9 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	31,652	32,071
Amortisation	72,691	71,998
Loss on disposal of fixed assets	236	-
Operating lease rentals payable	14,018	3,079
Operating lease rentals receivable	(41,424)	(39,375)
Auditor's remuneration (excluding VAT)		
Audit	8,400	8,000
Other services	-	1,200

10 Analysis of staff costs, Board of Trustees' remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,683,543	1,128,389
Social security costs	186,144	117,779
Employer's contribution to defined contribution pension schemes	128,846	82,769
	1,998,533	1,328,937

The following number of employees received employee benefits (excluding employer pension contribution costs and excluding employer national insurance costs) during the year between:

	2025 No.	2024 No.
£100,000-109,999	1	-
£90,000 - £99,999	-	1
£80,000 - £89,999	1	-
£60,000 - £69,999	3	2

During the year, the charity's key management personnel comprised of the chief executive officer, directors and department heads. The total employee benefits (including employer pension contribution costs and including employer national insurance costs) of the key management personnel from 1 April 2024 to 31 March 2025 were **£773,656** (2024: £544,584).

There were no termination payments made in either 2025 or 2024 and none were outstanding at the current and previous year end. Termination costs are recognised in full as an expense on the statement of financial activities.

Trustees received reimbursed travel expenses to Board meetings of **£1,362** (2024: £1,398). The charity also paid for trustee food provided at Board meetings of **£195** (2024: £108) and trustee training of **£1,321** (2024: £4,775).

Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12 (Related Party Transactions).

Notes to the financial statements

For the year ended 31 March 2025

11 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was **38** (2024: 26)

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

	2025	2024
	FTE	FTE
Raising funds	8.1	4.1
Research	2.4	1.6
Engagement	1.7	1.8
Policy and influencing	4.2	2.5
Culture shift	1.9	1.0
Information and advice	1.9	1.2
Behaviour change	4.9	3.5
Improving alcohol treatment	3.8	2.6
Alcohol in the workplace	1.4	1.3
Marketing and communication	0.6	1.8
Support functions, management and governance	5.6	3.6
	36.5	25.0

Notes to the financial statements

For the year ended 31 March 2025

12 Related party transactions (current year)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Of the grants paid during the year, the following trustees, directors and/or associates have been involved in projects and, during the course of the project, they or their unit have received funding from the institution to which the grant was made. The details are as follows:

AdFam – Adhoc desk rental income from a short-term lease agreement: Vivienne Evans is a Trustee at Alcohol Change UK and CEO at AdFam

Received in year

Outstanding at year-end

The following payments have been made, all at arms' length, to persons related to employees:

Paid in year

Short-Term Office Support Assistant, for period 24 February 2025 to 6 March 2025, a now ex employee (related to the CEO)

Finance Officer, for period 1 April 2024 to 31 March 2025 (related to the Head of Finance)

Outstanding at year-end

Short-Term Office Support Assistant, for period 24 February 2025 to 6 March 2025, a now ex-employee (related to the CEO)

Finance Officer, for period 1 April 2024 to 31 March 2025, (related to the Head of Finance)

The following value of leaving gifts have been made, all at arms' length, to trustees on their leaving the Charity:

Paid in year

Outstanding at year-end

	2025 £	2024 £
	792	-
	-	-
	872	-
	22,449	-
	23,321	-
	-	-
	-	-
	-	-
	-	99
	-	-

13 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2025

14 Tangible fixed assets

	Freehold land £	Leasehold property £	Furniture & fixtures £	Office equipment £	Software £	Total £
Cost						
At the start of the year	39,500	1,242,419	27,546	49,025	11,954	1,370,444
Additions in year	-	-	-	5,718	-	5,718
Disposals in year	-	-	-	(3,695)	-	(3,695)
Revaluation	-	368,953	-	-	-	368,953
At the end of the year	39,500	1,611,372	27,546	51,048	11,954	1,741,420
Depreciation						
At the start of the year	-	217,334	27,546	34,830	11,954	291,664
Disposals in year	-	-	-	(3,459)	-	(3,459)
Charge for the year	-	23,839	-	7,813	-	31,652
At the end of the year	-	241,173	27,546	39,184	11,954	319,857
Net book value						
At the end of the year	39,500	1,370,199	-	11,864	-	1,421,563
At the start of the year	39,500	1,025,085	-	14,195	-	1,078,780

The charity's original head (& registered) office at 27 Swinton Street, London, WC1X 9NW comprises tangible fixed assets (part freehold land, part leasehold property (comprising the ground floor of the property)) and part investment property (comprising the basement of the property - see note 17). At the date of purchase the purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value.

A full professional valuation of 27 Swinton Street, London, WC1X 9NW was undertaken at 31 March 2025 by TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH, and this valuation is reflected in these accounts. The property was valued subject to the cessation of the existing sub-lease for the investment property (dated from 7 November 2022 for a period of 5 years until 6 November 2027), as on 5 March 2025 the existing tenants gave notice to terminate the lease at the first break clause date and will be vacating the premises on 9 November 2025.

On 1 April 2025 the charity moved its head office to a new short-term (2- year) leased premise at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE and on 30 May 2025 the charity's registered office address was also changed to this address.

Subsequent to this, the 27 Swinton Street, London, WC1X 9NW property has undergone a scheme of refurbishment which completed in early August 2025. The charity is considering its options for the property. TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH have been retained to assist the charity in either a sale of the property or a period of lease followed by a sale of the property. Which option the charity will take is dependent on future market conditions and prices offered by potential buyers. Ultimate approval for the sale of the property rests with the charity's trustees. In August 2025 the property was put on the market for sale at £1.9m or for lease at £117,996 p.a.

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2025

15 Intangible fixed assets

Cost

At the start of the year
Additions in year
Disposals in year

At the end of the year

Amortisation

At the start of the year
Disposals in year
Charge for the year

At the end of the year

Net book value

At the end of the year

At the start of the year

	2025 £	2024 £
	405,029	345,404
	59,625	59,625
	(45,040)	-
	419,614	405,029
	253,287	181,289
	(45,040)	-
	72,691	71,998
	280,938	253,287
	138,676	151,742
	151,742	164,115

16 Listed investments

Investments are included at their market value.

Fair value at the start of the year
Disposal proceeds
Net (loss)/gain on change in fair value

Historic cost

Investments comprise:

Managed Fund

COIF Charities Ethical Investment Fund Income 2,138,101.51 Units (2024: 3,079,121.57 Units)

	2025 £	2024 £
	9,537,579	8,684,354
	(2,950,000)	-
	(245,756)	853,225
	6,341,823	9,537,579
	6,137,252	8,838,376
	2025 £	2024 £
	6,341,823	9,537,579

Notes to the financial statements

For the year ended 31 March 2025

17 Investment property

	2025 £	2024 £
Fair value at the start of the year	474,914	605,625
Revaluation during the year	15,386	(130,711)
Fair value at the end of the year	490,300	474,914

The charity's original head (& registered) office at 27 Swinton Street, London, WC1X 9NW comprises tangible fixed assets (part freehold land, part leasehold property (comprising the ground floor of the property) - see note 14) and part investment property (comprising the basement of the property). At the date of purchase the purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value.

A full professional valuation of the 27 Swinton Street, London, WC1X 9NW was undertaken at 31 March 2025 by TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH, and this valuation is reflected in these accounts. The property was valued subject to the cessation of the existing sub-lease for the investment property (dated from 7 November 2022 for a period of 5 years until 6 November 2027), as on 5 March 2025 the existing tenants gave notice to terminate the lease at the first break clause date and will be vacating the premises on 9 November 2025.

Subsequent to this, the 27 Swinton Street, London, WC1X 9NW property has undergone a scheme of refurbishment which completed in early August 2025. The charity is considering its options for the property. TSP, 112-116 New Oxford St, Fitzrovia, London, WC1A 1HH have been retained to assist the charity in either a sale of the property or a period of lease followed by a sale of the property. Which option the charity will take is dependent on future market conditions and prices offered by potential buyers. Ultimate approval for the sale of the property rests with the charity's trustees. The property was put on the sale market for £1.9m in August 2025 or for lease at £117,996 p.a.

18 Debtors

	2025 £	2024 £
Equity interest and dividends declared but not yet received	50,198	69,755
Trade debtors	262,533	214,261
Other debtors	20,274	213
Prepayments and accrued income	232,195	84,313
	565,200	368,543

Notes to the financial statements

For the year ended 31 March 2025

19 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	51,586	47,491
Taxation and social security	94,741	64,446
Other creditors	5,808	10,745
Deferred Income	127,046	152,979
Accruals	61,484	45,492
Grants payable (Note 8)	-	63,644
	340,665	384,798
Movements in deferred income:		
	2025 £	2024 £
At the start of the year	152,979	253,811
Deferred during the year	127,046	152,979
Released during the year	(152,979)	(253,811)
At the end of the year	127,046	152,979

Deferred income includes training and consultancy fees received in advance of delivery of the services.

Notes to the financial statements

For the year ended 31 March 2025

20a Movements in funds (current year)

	At 1 April 2024 £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2025 £
Restricted funds:					
Welsh Government	-	158,186	(158,186)	-	-
Welsh Government (BL Work in Wrexham and Flintshire)	1,200	-	(1,200)	-	-
Total restricted funds	1,200	158,186	(159,386)	-	-
General funds	11,610,986	1,789,910	(3,375,999)	(230,370)	9,794,527
Total funds	11,612,186	1,948,096	(3,535,385)	(230,370)	9,794,527

20b Movements in funds (prior year)

	At 1 April 2023 £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2024 £
Restricted funds:					
Welsh Government	-	150,936	(150,936)	-	-
Welsh Government (BL Work in Wrexham and Flintshire)	1,200	-	-	-	1,200
Total restricted funds	1,200	150,936	(150,936)	-	1,200
General funds	11,723,852	1,271,241	(2,106,621)	722,514	11,610,986
Total funds	11,725,052	1,422,177	(2,257,557)	722,514	11,612,186

20c Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2024-25 are shown below:

The Welsh Government grant of **£150,936** (2024: £150,936) was to undertake a range of projects to support the delivery of Welsh Government workstreams on substance use and related topics. This included work to promote understanding of low-alcohol and alcohol-free drinks; a series of online learning events for professionals; and research into the effects of minimum unit pricing, the use of alcohol-free drinks during pregnancy, and online alcohol sales.

A further one-off grant of **£7,250** (2024: £0) was received from the Welsh Government to support the Feeding Recovery Project, which focussed on how poor nutrition and social isolation often go hand-in-hand with alcohol problems, and how connecting with others around food can promote wellbeing and reduce harm. The work was undertaken and delivered in partnership with Barod and the Nelson Trust. A guide for local services was produced on how to undertake successful cooking and eating activities for people whose lives are affected by alcohol dependence.

Notes to the financial statements

For the year ended 31 March 2025

21 Operating lease commitments

At 31 March 2025, the charity had the following annual commitments under non-cancellable operating leases:

	Office equipment		Property	
	2025 £	2024 £	2025 £	2024 £
Less than one year	629	629	120,540	2,450
One to five years	2,006	2,518	126,500	41
Over five years	-	118	-	-
	2,635	3,265	247,040	2,491

A new two-year rental agreement for office space commenced on 15 March 2025 at Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, London, EC1R 0NE. This comprised £10,000 per month from 15 March 2025 to 14 March 2026, then £11,000 per month from 15 March 2026 to 14 March 2027.

Notes to the financial statements

For the year ended 31 March 2025

22 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (excluding VAT):

	Property	
	2025	2024
	£	£
Less than one year	25,128	39,989
One to five years	-	103,849
	25,128	143,838

The tenancy agreement for the basement at 27 Swinton Street, London was agreed for a five-year period commencing from 7 November 2022 and new tenants commenced from that date. The charity is entitled to an initial annual rental of £38,000 which increases annually each 7 November by the lower of inflation or 5%. From 7 November 2023 rent increased to £39,900 per annum and from 7 November 2024 rent increased to £40,565. The charity is also entitled to reimbursement of service charges incurred for the year, which are variable. Service charges received for the year to 31 March 2025 were **£9,110** (2024: £9,706). On 5 March 2025 the existing tenant gave notice to terminate the lease at the first break clause date and will be vacating the premises on 9 November 2025.

An agreement for rental of desks on the ground floor at 27 Swinton Street, London commenced on 20 February 2023 for a 15-month period to 19 May 2024 at a fixed annual rental of £660. A replacement lease commenced 7 June 2024 for a 12-month period at a fixed annual rental of £692.

A new agreement for rental of desks on the ground floor at 27 Swinton Street, London commenced on 1 April 2024 on a 3-month initial term, then on a rolling 1-month basis. The charity is entitled to a fixed 3-month rental of £171, then £57 per month thereafter.

Notes to the financial statements

For the year ended 31 March 2025

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

24a Analysis of net assets between funds (current year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	-	1,421,563	1,421,563
Intangible fixed assets	-	138,676	138,676
Investment properties	-	490,300	490,300
Investments	-	6,341,823	6,341,823
Net current assets	-	1,402,165	1,402,165
Net assets at 31 March 2025	-	9,794,527	9,794,527

24b Analysis of net assets between funds (prior year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	-	1,078,780	1,078,780
Intangible fixed assets	-	151,742	151,742
Investment properties	-	474,914	474,914
Investments	-	9,537,579	9,537,579
Net current assets	1,200	367,971	369,171
Net assets at 31 March 2024	1,200	11,610,986	11,612,186

Notes to the financial statements

For the year ended 31 March 2025

Appendix 1: Grant commitments

Research and Development Grants

Grant Recipient	Grant Ref	At 1 April 2024 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2025 £
University of Glasgow	2017 RI/100040	12,371	-	(2,149)	(10,222)	-
Sheffield Hallam University	2020 NH/20	12,115	-	-	(12,115)	-
Swansea University	2020 NH/26	16,250	-	(3,792)	(12,458)	-
University of Liverpool	2020 NH/31	22,908	-	(14,292)	(8,616)	-
Total Research and Development Grants		63,644	-	(20,233)	(43,411)	-

Our aim is to
improve the **health**
and **happiness** of people
across the UK.



Alcohol Change UK is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. Alcohol Research UK merged with and incorporated the assets of Alcohol Concern, which had the Charity Commission number 291705, on 31 Mar 2017, and which was removed from the Charity Commission register on 23 Jan 2018.

Board of Trustees 1 Apr 2024 to 20 Oct 2025

(*italics* = left Board during the period, **bold** = joined Board during the period)

<i>Prof Isabelle Szmigin</i>	<i>until 13 Nov 24</i>	Chair of Board of Trustees until 3/11/24, Chair of FAIR sub-committee until 13/11/24
Mick Urwin		Chair of Board of Trustees from 27/2/25, Member of GP, IID and RP sub-committees
Vivienne Evans		Vice-Chair, Chair of Governance and People (GP) sub-committee, Acting Chair 13/11/24 to 27/2/25
Dr Emmert Roberts		Chair of Research and Policy (RP) sub-committee to 19/11/24, Member of RP sub-committee
<i>Fiona Cumberland</i>	<i>until 1 Apr 25</i>	Chair of Income and Impact Development (IID) sub-committee to 1/4/25
Herdeep Dosanjh		Chair of RP sub-committee & Member of G&P sub-committee from 19/11/24, Member of FAIR sub-committee to 19/11/24
Helen Chang		Chair of IID sub-committee from 6/5/25
Jon Spain	from 21 Oct 24	Chair of Finance, Audit, Investment & Risk (FAIR) sub-committee
Mike Bellamy		Member of FAIR, GP and IID sub-committees
Dr Emily Finch		Member of RP sub-committee
Hannah Grummett		Member of FAIR and RP sub-committees
Jeremy Joseph		Member of RP sub-committee
Raveena Dhadwal		Member of GP sub-committee
Emma Greenwood	from 8 Jul 24	Member of RP sub-committee

Charity no. 1140287

Company no. 07462605 (England and Wales)

Registered office and operational address:

Unit 7, Finsbury Business Centre Clerkenwell, 40 Bowling Green Lane, EC1R 0NE

Executive team (ET) 1 Apr 2024 to 20 Oct 2025

(*italics* = left ET during the period, **bold** = joined ET during the period)

Dr Richard Piper	Chief Executive Officer
Andrew Misell	Director, Wales Office
Danielle Houliston	Executive Director of Income and Engagement
Jenni G Bradshaw	Head of Office, People and Governance
Sonali Xavier	Head of Finance
Joe Marley	Executive Director of Marketing and Communications

Ash Singleton

Director of Research and Public Affairs
(maternity cover), from 30 Jul 24 to
30 Jun 25

Ailar Hashemzadeh

Director of Research and Public Affairs,
to 17 Jul 24 (maternity leave) and
from 8 Jul 25

Patron

Lord Clive Brooke of Alvethorpe

Ambassadors

Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Fraser Franks, Jay Motty, Yasmin Spark, Daniel James Henry, Michael Sargood, Issy Hawkins, Michael Singh, Lauren White, Mandy Manners, Scott Pearson, Tom Hollins, Jamie Osman, Alisha Williams, Ricci Williams, Chris Linnett, Karl Considine, Matthew Torbitt

Auditor

Haines Watts Swindon Limited, Old Station House, Station Approach,
Swindon, Wiltshire, SN1 3DU

Banker

CAF Bank Ltd King's Hill, West Malling, Kent, ME19 4TA

Investment manager

CCLA, One Angel Lane, London EC4R 3AB

Solicitor

Bates Wells & Braithwaite London LLP, 2-6 Cannon Street, London, EC4M 6YH

We are incredibly grateful to our brilliant Corporate Partners, whose support not only generates vital income, but also reflects a shared commitment to our values and our mission to end alcohol harm in the UK. Their dedication has been invaluable in raising awareness, amplifying our campaigns, and sharing our free tools so that we can reach more people who need them. In 2024-25, we would like to give special thanks to:



Our Headline Partner for the Dry January® challenge – BetterHelp

As our online therapy partner, BetterHelp played a pivotal role in highlighting the impact alcohol can have on mental health. They offered reduced-cost counselling to our supporters and beneficiaries, promoted our free Try Dry® app, and helped us extend our reach to more people than ever before.

“Mental and physical health are deeply intertwined. As the world’s largest online mental health platform, we at BetterHelp are excited to partner with Alcohol Change UK and sponsor the 2025 Dry January® challenge to help even more people take proactive steps towards holistic health in the New Year.” – Sara Brooks, Chief Marketing Officer at BetterHelp, Headline Partner of the 2025 Dry January® challenge

Our Official Partners for the Dry January® challenge – Lucky Saint, Counter Culture, Lyre’s, and DASH Water

These partners harnessed their own advertising, marketing, and PR channels to champion the Dry January® challenge and promote our free tools nationwide, ensuring they are visible and accessible to all who may benefit. They also supported our fundraising and parliamentary events, helping to shine a spotlight on the harm caused by alcohol and to strengthen our work to end it.

“Counter Culture exists for two reasons - to bridge the divide between alcoholic drinks and soft drinks and to use our business as a vehicle to fundraise for causes that share our values. We see Alcohol Change UK as one of these causes and are honoured to be the Official Kombucha of the 2025 Dry January® challenge. Given the flavour complexities achieved through the fermentation of tea, we believe kombucha is a fantastic alternative to alcohol and want to make seeing it in pubs, bars, taprooms and restaurants the norm.”

– Tom Smart, Co-founder and CEO of Counter Culture, Official Kombucha of the 2025 Dry January® challenge

Alcohol harm is destroying
millions of lives.

But change is possible.

Let's create that change.



ALCOHOL RESEARCH UK

England & Wales - Charity number 1140287

Accounts

Annual Report 2023-24

Millions of people
experience alcohol harm.
But this is **all avoidable**
and change is possible.

Let's **create that change.**

We are Alcohol Change UK

We work for a world free from the harm caused by alcohol.

We're not anti-alcohol. We are against the harm that it causes. Alcohol harm affects millions of families, damaging and ending lives. It impacts all of us, whether through a loved one's suffering, damaged communities or avoidable costs to frontline services.

But alcohol harm is not inevitable.

We work across the UK to reduce alcohol harm.

We do this with compassion, with ambition, and by seeking and telling the truth about alcohol harm and how to end it.

Change is possible.

Let's create that change.



Annual Report and Financial Statements of the Trustees of Alcohol Change UK¹

Year ending 31 March 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024.

The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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- 04** Our strategy and plans
- 11** What we do: activity and impact
- 17** Our finances
- 21** How we are run
- 29** Independent auditor's report
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- 53** Officers and contacts

¹Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).

Welcome from the Chair and Chief Executive



Isabelle Szmigin
Chair of the Board of Trustees

Alcohol is one of the most common causes of illness, early death, low productivity, and crime and disorder that we face as a society. By reducing alcohol harm, Alcohol Change UK helps people across the country to enjoy happier and healthier lives.

Our new 2024-29 strategy commits us to substantially and sustainably reduce alcohol harm by working for five big changes:

- Increasing public knowledge and understanding of alcohol harm.
- The implementation of better national policies and regulations to cut alcohol harm.
- A change in UK culture, so that alcohol is treated as optional to our lives, not our default setting.
- Improved drinking behaviours amongst heavy drinkers.
- A stronger, properly-funded and fully inclusive alcohol treatment system.

This report covers the period 1 April 2023 to 31 March 2024, which was the fifth and final year of our previous (2019-24) strategy. I am delighted that we took further big strides forward, as this report demonstrates, ending that last strategy with great momentum by delivering more impact and generating more funds than ever before. Tens of thousands of people supported Alcohol Change UK during the year, as campaigners, donors, fundraisers, ambassadors, volunteers and as trustees – and we are always touched by this support. Since our last report, one of our trustees, Adam Uttley, has stepped down. Adam was our Treasurer and Chair of the Finance Audit Investment and Risk sub-committee. He played a huge role in guiding the Board and Executive Team through the decision to make a major investment from our reserves. A huge thank you, Adam.

We're committed to improving the lives of millions of people and families across the UK

Looking ahead, in December 2023 our Board of Trustees approved our dynamic and ambitious new (2024-29) strategy. I am hugely energised by our plan to invest significantly from our reserves to make even more of a difference to alcohol harm.

We're committed to improving the lives of millions of people and families across the UK. With your continued support, we can and will make alcohol change happen faster.

A handwritten signature in black ink that reads "I. Szmigin".

Isabelle Szmigin,
Chair of the Board of Trustees



Dr Richard Piper
Chief Executive Officer

Alcohol harm is huge in scale and affects every single one of us. Alcohol damages our health and wellbeing. It disrupts families. It harms communities. And it holds back society, causing avoidable disruption to our health system and our courts and policing.

But we are not anti-alcohol. We believe in the right of adults to consume what substances they wish. We never have and never will tell anyone how much to drink. Our focus is reducing alcohol *harm*. So our vision is of a society in which people are free to consume alcohol, but with alcohol harm eliminated.

This requires genuine expertise, and a commitment to science and evidence, rather than the assumptions, misunderstandings and opinions that swirl around the topic of alcohol. That's why one of our three values is **truthfulness**. We are not afraid to say what the evidence tells us, even if that's unpopular, and we're not afraid to change our positions as

the evidence evolves. A commitment to evidence is not always easy, but we believe it is always the right thing to do.

Our second value is **ambition**. Currently, most people think of alcohol harm as a niche topic, relevant to only a small group of people who are dependent on alcohol. However, alcohol can cause physical and mental harm from low levels of consumption. In fact, in the UK, for every six dependent drinkers there are 100 hazardous and harmful drinkers, that is, people drinking more than 14 units of alcohol (5–6 pints) a week. Regularly drinking 14 units a week increases our risk of a huge number of serious conditions, including cancers, heart disease, stroke, diabetes, anxiety and depression. In total, around 10 million people in the UK consume alcohol at this level.

Ending alcohol harm is an urgent imperative if we are to save lives

That's a lot of people to support when we have a team of just 40 people. So that's why we create innovative digital tools that empower people, at scale, to change their own drinking. Alcohol also plays a disproportionate role in our culture, a role that we don't give to any other drug. Shifting this old-fashioned culture, so that

alcohol is seen for what it is, rather than through rose-tinted spectacles, is another huge task. Which is why we've invested in cutting-edge research to identify the most effective ways ('frames') to talk about alcohol harm. We're ambitious because this task is urgent and it matters.

Which leads to our third and final value: **compassion**. Ending alcohol harm is not a game, not a science project or an intellectual exercise. It is an urgent imperative if we are to save lives. The prize is huge, and hugely humane: a country in which children grow up more safely, in which people live long enough to hold their grandchildren, in which our population is physically and mentally healthier, in which workplaces are inclusive and productive, in which our police and court systems are freed up from alcohol-related crime, and our health systems are no longer swamped by alcohol-related illness.

We can and will build this better society. If you'd like that too, please join us, whether as a donor, campaigner, trustee or team member.

Dr Richard Piper,
Chief Executive Officer



We work for a world
free from the **harm**
caused by **alcohol.**

2019–2024 strategy

This annual report covers the fifth and final year of our 2019–24 strategy which committed us to five top level impacts that must happen if we are to reduce alcohol harm.

Below, our eight work programmes are mapped onto these impact areas. Some programmes contribute to more than one impact area.



2024–2029 strategy

From December 2022 to December 2023, we developed our new five-year strategy for the period 2024–29. The Board of Trustees approved that new strategy in December 2023; and in March 2024 approved the accompanying plans to deliver the strategy (financial plan, fundraising plan, budget, and strategy implementation plan).

Our new strategy continues the many successful aspects of our previous (2019–24) strategy, including our overall vision, mission and values, our five top-level impact areas and our eight work programmes.

The key change is a big jump in scale, with the trustees having made a decision to invest a significant proportion of our reserves into growing our impact and growing our income. This will see our staff team more than doubling in size over the next five years and our income climbing to around £5m a year by 2029. Another change in the strategy is moving from our research being predominantly delivered through academic grant-making to being predominantly delivered through commissioned research projects, maintaining quality while enabling us to assure that our research spend focuses on our most strategic research needs. We also plan to move offices to somewhere more fit for our needs, and to sell our current property to liberate funds for investment.

2023-24 plans: how did we do?

In our 2022-23 Annual Report and Accounts, we outlined 28 primary reportable objectives for 2023-24 and promised to report on our progress, which we do in the table below. Note that these primary reportable objectives did not cover the entirety of our work. In summary, no objectives were unsuccessful (✘), 25 objectives were achieved or exceeded targets (✔), 1 objective was partly successful (🟡), and 2 objectives were moved to 2024-25 (⌚). As an ambitious charity we're comfortable with setting objectives that sometimes aren't achieved. These help us to better understand our future capacity requirements.

Programme/Area	2023-24 Objective	How did we do?
Research	1. Complete the Framing Research	✔ The research was completed and produced fascinating results, now being implemented
	2. Complete the New Horizons research programme	✔ All four projects delivered powerful and meaningful results that have been widely communicated
Engagement	3. Develop our campaigning programme	✔ We ended the year with over 15,000 campaigners and developed more effective campaigner journeys.
	4. Develop Community Champions programme	✔ We ended the year with 120 Community Champions (target 100) and increased volunteer engagement to 72% (target 30%).
Influencing Policy & Regulation	5. Campaign to lift the Equality Act exclusion on alcohol dependence	✔ More Ministers, Shadow Ministers, MPs and civil servants have now heard about the importance and feasibility of this
	6. Build support for alcohol pricing increases	✔ New alcohol duty regime implemented Aug 23; increased support for MUP across Labour and Conservative parties
	7. Agree policy statements	✔ We had agreed charity-wide policy positions in three policy areas by year end
	8. Influence alcohol labelling including descriptors for alcohol-free drinks	✔ We contributed significantly to a government consultation on AF drink descriptors up to March 24, but await implementation
Information & Advice	9. Deliver Alcohol Awareness Week 23	✔ Over 5,500 people/agencies signed up to take part in the week. We saw very high open rates (48%) from local places, our Instagram reach was up to 25,605 (10,635 last year) and we produced a video for the first time (over 36k views on Twitter)
	10. Create and implement content plan	⌚ This was pushed to 24-25 to enable it to align with our new strategy
Culture Shift	11. Enhance our culture shift work	✔ This was better integrated into our other work and a #StopSoberShaming social media campaign developed
Behaviour Change	12. Sell Local Authority packages	✔ We contracted with two Local Authorities delivering income of £18k
	13. Marketing plan in place to at least maintain the level of Try Dry® sign-ups	✔ We exceeded our targets, reaching over 100k Try Dry® UK sign-ups for the first time
	14. Complete Try Dry® app developments	✔ Significant developments and improvements were delivered

Programme/Area	2023-24 Objective	How did we do?
Alcohol in the workplace	15. Develop & implement new marketing plan	✔ We re-engaged previous clients, confirmed what we offer, & grew marketing activity
	16. Increase sales of training	⚡ We did grow income but fell short of budgeted income targets
Improving Alcohol Treatment	17. Continue to grow income	✔ We significantly exceeded budgeted income targets
	18. Publish two new 'Blue Light' manuals	✔ We published new guides on Alcohol and Self Harm and Alcohol and Peer Support
Enabling Priorities	19. Progress our Impact project	✔ Three of our eight programmes had Theories of Change and Monitoring Frameworks in place by year end
	20. New strategy in place	✔ A major new strategy was approved by the Board of Trustees in Dec 23 and the supporting plans were approved in Mar 24
	21. Progress the equality diversity inclusion and belonging action plan	✔ 49% of outstanding actions were completed by year end and 31% were in progress
	22. Develop Events Fundraising	✔ 94% increase in fundraisers (target 40%) and income over £200k (target £110k)
	23. Improve individual giving	✔ New individual giving officer in post. Fundraising integrated into communications. Income up 242% (target 40%) and new donors up 62% (target 30%) from last year
	24. Develop corporate partnerships	✔ Secured £110k (target £107k)
Marketing & Communications	25. Grow in memory and legacy activity	✔ Two supporters made generous pledges (target: 2) and we developed our supporter journey for those fundraising or giving in memory of a loved one
	26. Develop marketing plans for key products and programmes	✔ New marketing plans in place for Alcohol in the Workplace, Improving Alcohol Treatment, Dry January®, Try Dry® and fundraising
	27. Create the framings project communications plan	✔ This was pushed to 24-25 as the consortium that we commissioned delivered the toolkit later than planned
Finance	28. Produce financial projections for the new strategy	✔ The Board and executive reviewed a range of scenarios and detailed financial projections before approving the financial strategy 2024-29

An elderly man with white hair, wearing a bright yellow sweater, is looking down at a dark bottle he is holding in his hands. He is standing in a supermarket aisle, with shelves of various products visible in the background. The lighting is warm and focused on the man and the bottle.

Alcohol harm
is destroying
millions of lives.
But change is possible.
Let's create that change.

2023-24 challenges

Here we report on the most significant challenges faced by the charity from 1 April 2023 to the present.

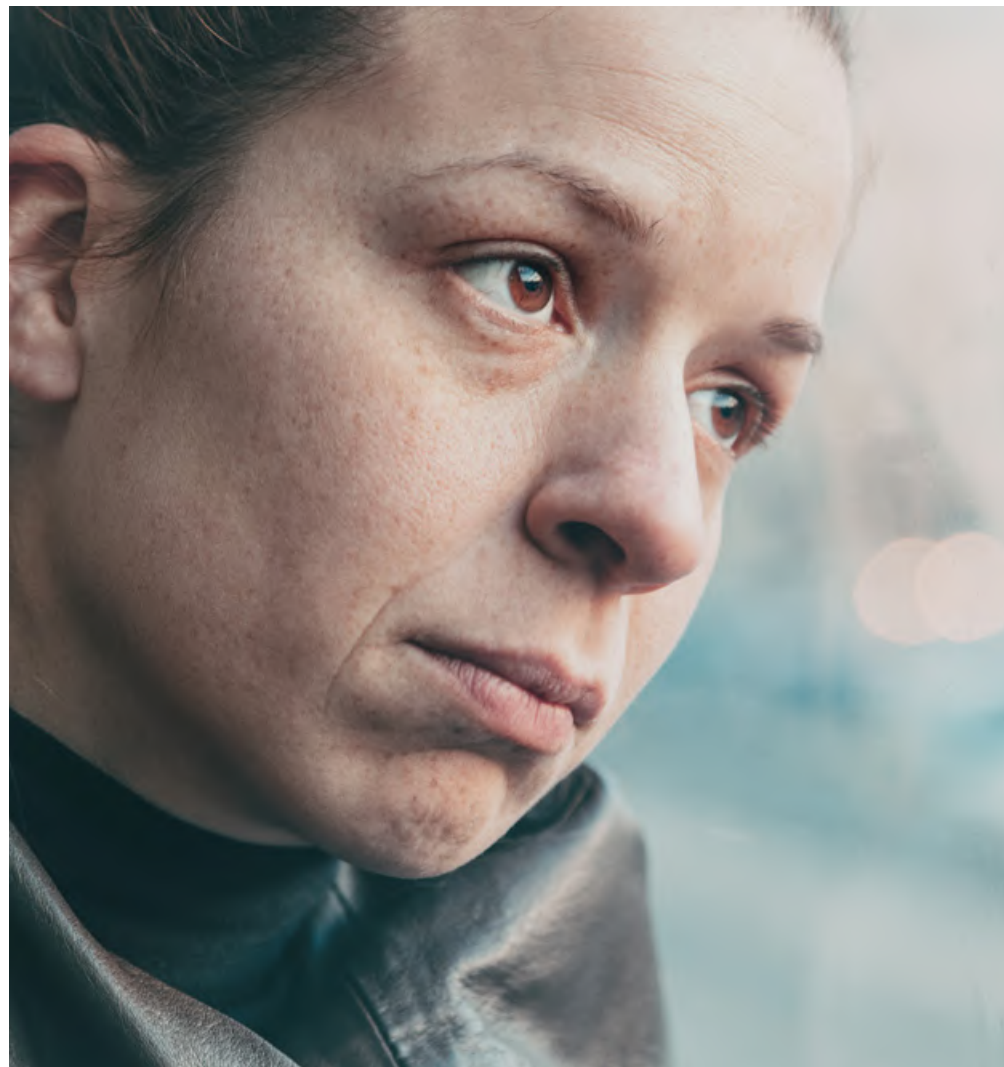
Inflation

High levels of inflation continued into the financial year from April 2023 to March 2024. To retain our hard-working and skilled staff team, we matched inflation in line with our policy, making a 4.2% pay rise from April 2023. We also saw other costs increase or stay high, including energy costs and many other supplies. In total, around an extra £200k was added to our cost base in 2023-24 compared to 2022-23, for no reason other than inflation. To raise an extra £200k requires a huge effort. While inflation is of course now (Oct 24) much lower, there has not been deflation (actual prices haven't fallen) so the challenge of finding an extra £200k per year remains.

Policy environment

From April 2023 to March 2024, the UK Government made only limited policy action to prevent alcohol harm (alcohol duty reform, pegging alcohol duty to inflation, and some increased funding for alcohol treatment after years of cuts). There was no action on minimum unit pricing, labelling, marketing, licensing, the Equality Act, online sales, drink driving, or other policies that would prevent alcohol harm occurring in the first place. National policy action on alcohol harm can be affordable, effective, popular, and make a

huge positive difference to people, families, communities and wider society; we continue to struggle to persuade the Government to act, and find it hard to compete with the massive amount of lobbying by the very wealthy alcohol industry. The effectiveness of our policy work, in this context, is inevitably more limited than if the Westminster Government was more supportive of action on alcohol harm. Of course, in July 2024 a new Government was formed. We look forward to working with the new Government and hope it will grasp the opportunities to improve the economy, crime, health and society by tackling alcohol harm.



2024-25 plans: what we will be doing

Our 2024- 25 Annual Plan contains 44 objectives that we aim to deliver in the year, shown in the table below. These primary reportable objectives do not cover the entirety of our work. We will transparently report against these in next year's annual report.

Programme/Area	2024-25 Objective
Research	1. Research into potential negatives of no and low-alcohol drinks on young people
	2. Research into the scale and cost of alcohol harm, across the drinking spectrum
	3. Commission 'Serve Legal' to run test purchases
Engagement	4. Finalise lead Community Champion roles, recruiting to these roles and providing relevant training
	5. Build a digital information and resources hub for community champions
	6. Elevate existing ambassador programme
Policy & Influencing	7. Run a campaign for the general election prioritising engagement with new MPs
	8. Engage with new Ministers to seek implementation of our policy asks
	9. Complete four additional policy statements
Information & Advice	10. Begin accessibility review of website and implement initial findings
	11. Undertake website audit of information and advice offer
	12. Undertake website user experience review
Culture Shift	13. With FrameWorks UK, deliver the final stage of our framing project and launch the Alcohol Framing Toolkit
	14. Launch new 'Partnership Campaigns' approach, securing an external partner for a culture shift campaign

Programme/Area	2024-25 Objective
Behaviour Change	15. Contract new agency to deliver ambitious Dry January® marketing approach for Dry January® 2025 programme
	16. Grow sales of our 'Try Dry Local' product, recruiting a new staff member
	17. Commission research into the effectiveness of our Try Dry® app, in the field 24-25, reporting 25-26
Alcohol in the Workplace	18. Refine and invest more in marketing our services to organisations across the UK
	19. Apply for accreditation of our core training courses from a reputable training course accreditation agency
	20. Design and implement research to update evidence on the scale of workplace-related alcohol harm
Improving Alcohol Treatment	21. Deliver National Innovation Project on Alcohol and Accommodation
	22. Review and update Blue Light Manuals
	23. Provide consultancy on Local Alcohol Strategy for Sheffield
People and Governance	24. Recruit to meet capacity requirements of all teams across the charity
	25. Review the staff handbook bringing it in line with employment policy changes
	26. Review the benefits package
Equity, Diversity, Inclusion & Belonging	27. Update and improve data dashboard, Update the equality, diversity, inclusion and belonging (EDIB) action plan in line with the survey results
Office	28. Search for a larger property to rent in the Kings Cross area (potentially lease out the ground floor of Swinton Street)

Programme/Area	2024-25 Objective
Marketing, Brand & Communications	29. Fully implement the new Google GA4 analytics platform to give us a deeper understanding of user journeys and behaviour
	30. Optimise our Google AdGrant, driving search traffic to our website and improving campaign optimisation year-round
	31. Review our year-round media engagement capabilities
	32. Develop a proactive media strategy by the end of 24/25, with a more confident and bold approach for future years
	33. Deploy the recommendations of the framing project, through updated key lines and tone of voice for media spokespeople
Impact Management	34. Theories of change for three programmes
	35. Monitoring frameworks for three programmes
Data Management	36. Refine Application Programme Interface (API) integrations
	37. Develop data insight processes and reporting
	38. Review all data protection policy and processes (including data capture & consents)
Fundraising	39. Commission a corporate sponsorship agency to increase number of partnerships.
	40. Update our website donation platform
	41. Scale up Dry January® fundraising activity
	42. Develop and roll out a new community product
	43. Roll out individual giving activity
	44. Develop our in-memory supporter journey



What we did: our activity and impacts 2023-24

Alcohol harm is complex and requires a sophisticated, holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes as shown on page 4. The following pages summarise the activities and impacts of our eight work programmes during the year.



1. Research



Alcohol harm is a topic rife with opinions, many of them poorly -informed or based on outdated 'myths' or half-truths. Research and evidence are essential if we are to ensure that action to reduce alcohol harm is effective. We are committed to an evidence-based understanding of alcohol harm and of how to reduce it.

Highlights

- Our three online learning events, *Working Together*, *Reaching Out*, and *Behind Closed Doors*, put the spotlight on engaging with LGBTQ+ people and communities, supporting the vulnerable drinkers, and on the relationship between alcohol and domestic abuse.
- Our *On the Side-lines?* report highlighted the role of alcohol as a barrier to participation in sport for people who choose not to consume alcohol for reasons of religion and/or culture, and offered workable ways forward.
- Our report *Handle with care: The need for responsible alcohol delivery* was completed and provided key recommendations and insights into how online deliveries are shaping drinking habits.
- During 2023-24 we continued to fund our major project on the **Framing of Alcohol Harm** looking at the foundational question: how should we talk about alcohol harm if we want to shift public attitudes? The research was completed by end March 2024, the toolkit was delivered in June 2024, and the launch event was held on 2 October 2024.
- During 2023-24 our New Horizons projects were completed. All four projects focused on particularly under-researched communities and groups.

2. Engagement



Alcohol Change UK is made up of more than its staff team and board of trustees. It is also the many thousands of people from all walks of life who come together to end alcohol harm. Engaging with people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.

Highlights

- Published 19 stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking.
- Grew our Community Champions programme, welcoming +37 (+36 in 2022-23) new volunteers to take our total number to 120 by March 2024 (83 in March 2023) and involving them in all kinds of tasks, from writing alcohol-free drinks reviews to telling their stories in Parliament.
- Recruited and welcomed +2,556 new campaigners to the charity (+3,101 in 2022-23), who know that changes to government policy will reduce alcohol harm faster and further.
- Welcomed four new Ambassadors (Mandy Manners, Issy Hawkins, Scott Pearson and Lauren White).
- Our Community Champions and Ambassadors contributed the equivalent of £13,452 (£9,289 in 2022-23) in volunteer time between them during the financial year.
- Our supporters took over 2,000 actions in 2023-24 (500 in 2022-23) such as signing our Equality Act petition, emailing their MP, and spreading awareness of our campaigns and behaviour change work.

3. Policy and influencing



National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with governments and welcome it when they show leadership on an issue, while being unafraid to tell them when we think they are making a mistake or failing to act.

Highlights

- We hosted two successful events in Parliament for Alcohol Awareness Week and the Dry January® challenge (through the All Party Parliamentary Group on Alcohol Harm), meeting over 60 MPs and Peers at these events to talk about alcohol harm.
- We attended the Conservative and Labour Party Conferences with the Alcohol Health Alliance, meeting with over 30 MPs and engaging with them about alcohol harm.
- We successfully continued building up relationships with key civil servants in the Treasury, DHSC and Home Office, sending our research and policy materials ahead of key events such as the Budget to inform decisions.
- We prepared a General Election manifesto and campaigner journey that were ready to go once the election was called.
- We supported the Department of Health and Social Care in shaping its consultation on 'alcohol-free' descriptors and submitted our evidence to the resulting consultation.
- We held meetings with the Shadow Government on public health and domestic violence.
- We submitted a full response to the Office for Health Improvement and Disparities (OHID) consultation on its alcohol treatment guidelines.

4. Culture shift



Our relationships with alcohol are hugely affected by the 'world around us'. Whilst we like to believe that everything we do is a matter of personal choice, this isn't true. We're surrounded by messages and social pressures which reinforce the idea that we *need* alcohol – from the marketing on our streets and screens, to the storylines of films and TV shows, to the expectations of our friends and colleagues. Alcohol Change UK works to shift not just the policy and economic environment (section 3) but also the cultural and social environment (this section). In particular, we seek to work with the media and social media to communicate two vital messages:

1. Not consuming alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone's choice to not consume alcohol on any occasion for any reason.

2. Anyone can experience alcohol harm. Indeed, experiencing alcohol harm is unfortunately common and normal. Alcohol harm occurs right across the spectrum of alcohol consumption, from the lowest levels, and is certainly not limited to a small group of dependent drinkers (sometimes referred to as 'alcoholics'). In the UK, for every six dependent drinkers, there are 100 hazardous and harmful drinkers, and consuming fewer than 14 units of alcohol a week can result in harm.

Highlights

- Alcohol Change UK was mentioned over 2,131 times in the UK media in 2023-24 (2022-23: 1,400; 2021-22: 2,200; 2020-21: 1,005; 2019-20: 678), including messages focused on 'culture change' in many pieces.
- Our Alcohol Change UK Instagram account had 21,876 followers by 31/3/24 (31/3/23: 17,128; 31/3/22: 12,600; 31/3/21: 5,600; 31/3/20: 3,000; 31/3/19: 450).
- We continued to deliver high-performing culture change content across our social media platforms, with popular content including reflections from our Ambassadors, 'myth-busters' to help viewers separate alcohol fact from fiction and many blogs sharing personal experiences.

5. Information and advice



People across the UK want independent, honest information about the effects of alcohol, what constitutes a 'problem', how to deal with your own drinking problem or that of a family member, how to reduce the risk of alcohol harm; and what support is available and how to access it. Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm, free from any influence from the alcohol industry. Alcohol Awareness Week is a major national initiative that aims to engage for the first time people who are not really thinking about alcohol harm at all.

Highlights

- Total website traffic in 2023-24 was 1.1m (2022-23: 1.35m; 2021-22: 1.3m; 2020-21: 1.5m; 2019-20: 1.0m; 2018-20: 0.6m).
- 148,374 people used our alcohol unit calculator in 2023-24 (2022-23: 140k; 2021-22: 106k; 2020-21: 103k; 2019-20: 61k; 2018-19: 20k).
- We introduced a new email journey for people completing our AUDIT tool, allowing us to offer more support to this important cohort of people.
- We produced a range of powerful blogs and personal stories from those affected by their own or a loved one's alcohol consumption.
- Alcohol Awareness Week (AAW) took place in July 2023 and focused on the theme of 'alcohol and cost', with our research showing that the average drinker in the UK spends £62,899 on alcohol over the course of a lifetime. Across the week, we shared stories, factsheets and tips to reduce risks when drinking, along with a powerful film featuring Susan's story, in which she talks about alcohol nearly costing her career, her family and her life. The video received 36k views on Twitter, over 1.1k YouTube views, and over 7.7k views on our website. We also created a series of animation shorts for social media, covering a range of topics including: tips for cutting down, alcohol units, and the benefits of healthier drinking. More than 5.5k agencies and community groups took part in AAW23 (2021: 5k; 2020: 4.4k; 2019: 3k). *AAW was not held in financial year 22-23.

6. Behaviour change



Our behaviour change programme is a series of innovative digital tools that help people to regain control of their alcohol consumption. This can be by trying specific 'challenges' – such as the Dry January® challenge, Sober Spring and others – or through downloading the Try Dry® app at any time of year. The primary target group for this programme is people who are consuming alcohol frequently, habitually and at hazardous or harmful levels, but who are not yet classed as dependent on alcohol – we're reaching them before they get to that point. We help over 100k people a year just in the UK. While the solutions to alcohol harm are much more complex than simply 'individual responsibility', our behaviour change programme does empower people to retake control of their relationship with alcohol.

Highlights

- A record 215k people signed up for the Dry January® challenge in 2024 globally (22-23: 175k, 21-22: 131k, 20-21: 130k, 19-20: 97k, 18-19: 75k). Over 100k were in the UK.
- An average of 63k advice emails were delivered each day during the Dry January® period, to help people achieve success (up 24% on 2023).
- During Dry January® 2024 a total of 15,175,588 units of alcohol were saved (an average of 103.4 units per person) and a total of £79,921,573 was saved (an average saving of £545.09 per person).
- 97% of participants would recommend the Dry January® challenge to others.
- The Dry January® challenge also ran in France, Switzerland, South Tyrol (North Italy) and the USA through our local partners, helping many more people.
- We welcomed Aberdeen City as the second local authority to make Try Dry® its app of choice for heavy drinkers, year-round, and continued to work with Medway Council for a second year.

7. Alcohol in the workplace



We seek to create healthier drinking cultures not just through national and community cultural conversation, but also through workplaces. After all, workplaces contain mini-cultures. Ensuring a healthy approach to alcohol harm (prevention and support) can improve workplace wellbeing, safeguarding, inclusivity, productivity and employee engagement. We work with a wide range of clients across the private, public and voluntary sectors.

Highlights

- After investing in a new staff member and marketing to support our work in this area, the programme began to gain good traction and we worked with double the number of clients compared to the previous financial year. We had to revise our charges for this service, as the market has changed significantly post Covid-19, so income was up on the previous year but not as significantly as we had projected. We had 21 clients in 2023-24 (22-23: 11; 21-22: 26; 20-21: 16).
- We generated £13,842 in income in 23-24 (22-23: £9k; 21-22: £45k; 20-21: £13k; 19-21: £7k).

8. Improving alcohol treatment



The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and mutual aid/peer support services such as Alcoholics Anonymous and SMART Recovery. The fire service, police officers, paramedics, housing services, mental health services, employment advisors and social services also come into frequent contact with people with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support people with the most serious and chronic alcohol problems, who often have multiple needs. The Blue Light approach is holistic, multi-disciplinary, assertive, and puts people

first. It shows how to engage with these people and reduce the harm that they experience. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.

Highlights

- We published our *First Steps* handbook on working with peer supporters to build motivation in people who are ambivalent about engaging with alcohol treatment; and our *Filling in the Gaps* handbook on how to better support people experiencing co-occurring alcohol use and self-harm issues.
- We published *Blue Light Peer Support Handbook* in October 2023.
- We published *Alcohol and Self-Harm Handbook* in November 2023.
- We created a new training course on Alcohol Related Liver Disease.
- We welcomed two new associates: Ellie Atkins and Paul Boustead.
- We worked with over 55 local authorities and NHS trusts, and many other treatment providers to deliver a total of 260 training courses (22-33: 220 courses; 21-22: 93; 20-21: 75) which between them were attended by 6,400 people (22-23: 5,460 people).
- 96% of delegates on our training courses rate them as “excellent” or “very good”.
- We generated £418k in income (22-23: £249k 21-22: £118k; 20-21: £68k).



Reducing alcohol harm will make an important contribution to helping people across Britain be happier and healthier.

2023-24 overview

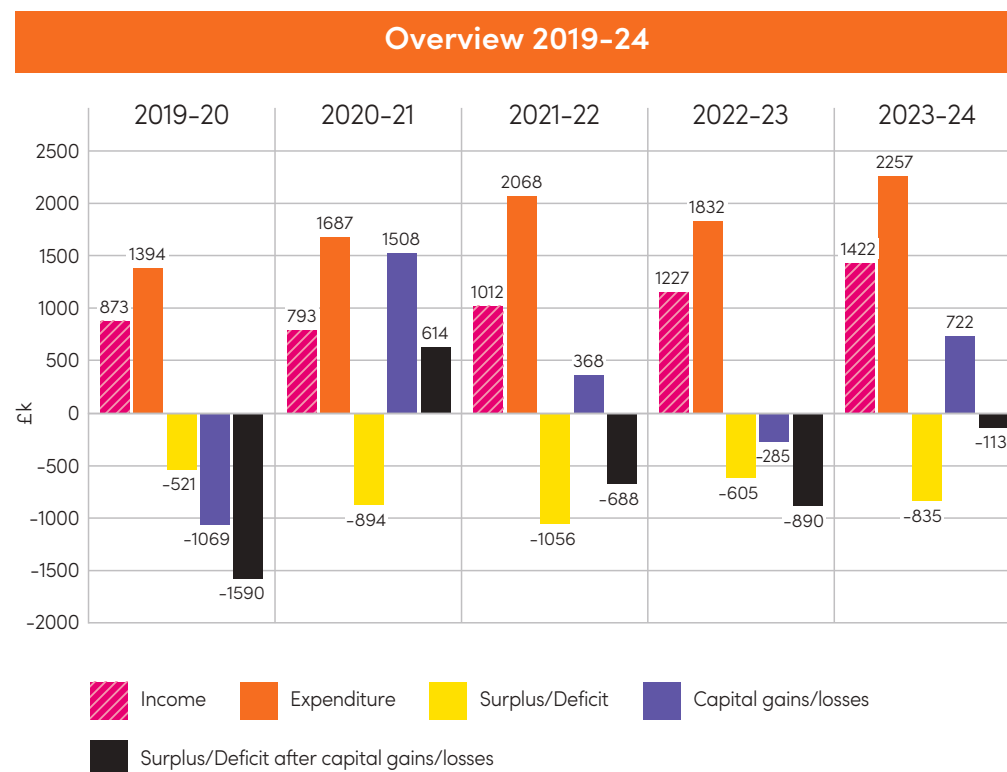
2023-24 was year five of our five-year financial strategy. That strategy aimed to achieve long-term financial sustainability by diversifying and growing income streams while keeping expenditure under control and keeping reserves as high as possible.

Income grew again in 2023-24 (shown in pink in the 'Overview, 2019-2024' chart) up £195k (15.9%) on last year, while expenditure (shown in orange) grew £425k (23.2%) on last year. Our operating deficit (shown in yellow) before capital gains and losses was £835k, £230k larger than last year.

Our main financial objective in this strategy period (2019-24) was to break even, after capital gains or losses, by year 5 of the strategy (2023-24). In 2023-24 our capital gains were £722k (shown in purple). This offset most of our deficit of £835k, leading to a final deficit, after capital gains (shown in black), of £113k, or 5.0% of total expenditure. We define breakeven as a deficit/surplus that is 3% of expenditure or less, so we ended this strategy slightly short of our main financial objective.

The 'Overview, 2019-2024' chart highlights the significant volatility in our capital gains/losses (shown in purple), almost all resulting from the volatility of our investments. This leaves us vulnerable to not breaking even in some years, for reasons out of our control, which is why the new financial strategy (2024-29) has an objective of being less reliant on these capital gains and losses, and investing significantly to continue to grow income from other sources.

Over the course of this strategy (2019-24), income has grown by £549k (62.3%) from £873k to £1,422k; and expenditure has grown by £863k (61.9%) from £1,394k to £2,257k. In total, we generated over £5.3m in income over the five years, and spent £9.2m, of which £7.0m (76%) was spent on our charitable work. Our operating deficit over the five years was just under £3.9m and our capital gains were just over £1.2m, giving a deficit after capital gains, over the five years of £2.66m.



Income

Total annual income in 2023-24 (excluding investment gain) was £1,422k (2022-23: £1,227k).

The 'Income 2019-2024' chart shows how the make-up of our income has changed over the five years of our financial strategy, leaving aside capital changes but including the income received from investments.

From year one (2019-20) to year five (2023-24), total investment income (purple) dropped by £125k (25.9%) but income from other sources increased from £391k to £1,065k (up £674k or 172%). Donations and legacies income (pink) grew three-and-a-half times from £77k to £273k (up £196k or 254.5%) and charitable activities income (orange) more than doubled from £293k to £778k (up £485k or 166.5%).

Investment capital gains and losses are not treated as income and are not shown on the 'Income 2019-2024' chart.

Spending

Total expenditure in 2023-24 was £2,257k (2022-23: £1,832k).

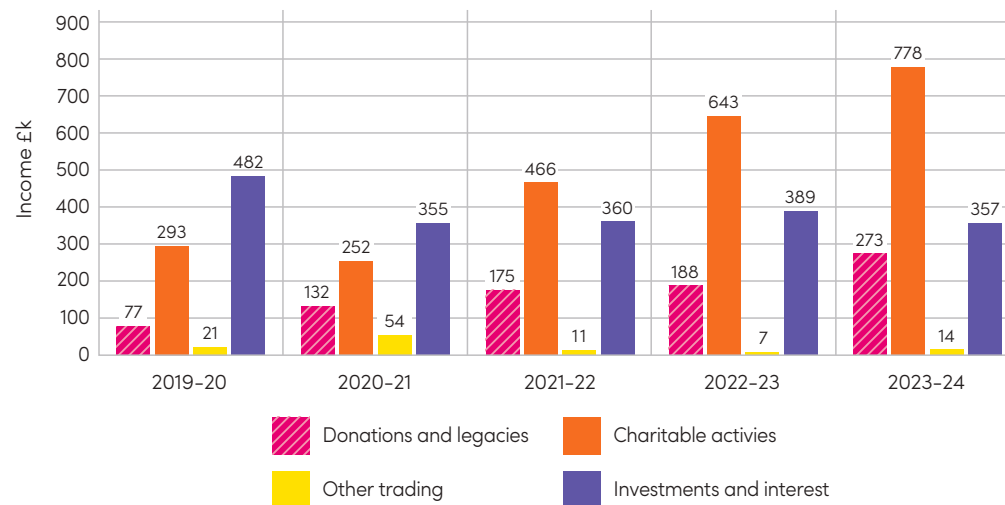
By far the largest expenditure was on charitable activities, being £1,804k (79.9% of total expenditure) and an increase of £362k on 2022-23 (25.1%). This means we are continuing to deliver more and more impact, reducing alcohol harm for more people, faster.

Expenditure on 'raising funds' includes the cost of managing our investments and our investment property, not just the costs of fundraising activity. This shows a relatively small increase of just £61k (15.6%), from £390k last year to £451k in 2023-24; especially when compared with the £195k (15.9%) increase in income over this same period.

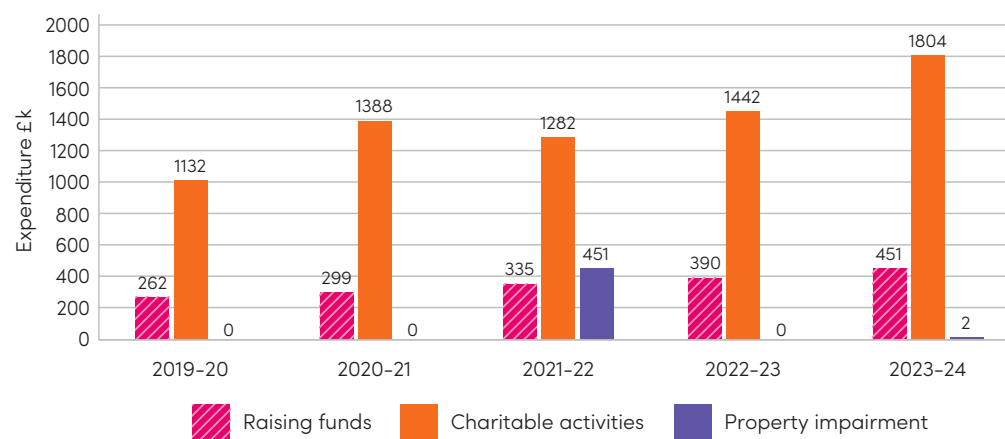
There was a small (£2.1k) property impairment in 2023-24, with the cost of our main office revalued on 31 March 2024.

Over the five years of the strategy, charitable expenditure increased in total by £672k (59.4%), whereas the cost of raising funds rose by just £189k (72.1%).

Income 2019-24



Expenditure 2019-24



Property

The charity owns both the office that we occupy (ground floor) and an investment property (basement and terrace) that we rent out. The investment property is rented out to a tenant on a five-year lease at an index-linked rental income. There was a reduction in the value of the investment property of £131k, at its revaluation on 31 March 2024.

Investment income and value

The vast majority of our reserves are held in investments or high-interest cash accounts. The investments generate two sorts of returns: investment income and capital gains (or losses). In 2023-24 our investment income (plus interest) was £357k, which constituted 25.1% of our total income. In 2022-23 it made up 31.7% of total income. Back in 2019-20 it made up 55.2% of total income. This reduction in reliance on our investment income was one of the key objectives of our 2019-24 financial strategy, which has been achieved.

The value of our listed investments at 31 March 2024 was £9,537,579 (31 Mar 2023: £8,684,354; 31 Mar 2022: £10,522,409; 31 Mar 2021: £10,517,112; 31 Mar 2020: £10,109,280; 31 Mar 19: £11,836,726) excluding cash in our bank accounts. In total, our investments were around £2.3m lower by the end of the strategy (on 31 March 2024) than at the start (31 March 2019). This is because these funds were

used to cover our planned deficits, which funded a strategic period of investment and growth.

Investment management

Our investment policy and investment management arrangements were completely overhauled in 2021. The board reviewed our investment policy, strategy, and ethics; and retendered the management of our investments. In June 2021 we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. Having considered the charity's reliance on public support, the Board decided to significantly strengthen its environmental and ethical approach by avoiding investments in any company with over 5% of its income from:

- Alcohol and tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing and intensive farming.

Finally, the board agreed to retender its investment management, in line with good practice, as this had not been done for ten years. As a result of that exercise, the board

agreed in September 2021 to appoint CCLA to manage its investment funds. The transfer process from Investec to CCLA was completed by August 2022.

Future financial plans

During the period of the 2019-24 strategy, our reserves policy was to keep reserves high while we explored the potential for fundraising and other forms of income generation, other than investments. Our financial strategy was to (a) diversify income, (b) grow income and (c) break even by the final year of that strategy. As shown above, we achieved objectives (a) and (b) and only just fell short of achieving objective (c).

From December 2022 to March 2024, the Executive Team and Board of Trustees considered (and in March 2024 approved) a new overall strategy including a significant new financial strategy. Having demonstrated over the course of the previous strategy that fundraising and other forms of income generation are viable, our new strategy is to spend down our reserves more confidently, to around 18 months of expenditure by the end of the final year of the new strategy (31 March 2029). This major investment from our reserves will be used for two things: to drive additional impact (reaching more people and reducing alcohol harm faster) and to accelerate our financial growth so that, by the financial year 2028-29, we have a total income of £4m to £5m, are in a breakeven

position, and are spending significantly more in absolute terms on charitable expenditure. By supporting us financially, stakeholders and supporters reduce alcohol harm faster. We also plan to sell our property and lease a new office.

Reserves policy

Context

Our total funds at 31 March 2024 were £11,612,186 (£11,610,986 unrestricted and £1,200 restricted). A year earlier, on 31 March 2023, total funds were £11,725,052 (£11,723,852 unrestricted, £1,200 restricted). Our free reserves, defined as investments plus net current assets less restricted fund, at 31 Mar 2024 were £9,905,550 (31 Mar 2023: £9,854,283; 31 Mar 2022: £10,846,172; 31 Mar 2021: £10,848,306; 31 Mar 2020: £10,212,984).

Our reserves policy in the strategic period 2019-24 was to keep reserves high while we explored the potential for fundraising and other forms of income generation. Our new reserves policy for the strategic period 2024-29 is to spend down our reserves to around 18 months of expenditure by 31 March 2029.

Going concern

The board has assessed the charity's ability to continue as a going concern for the foreseeable future. We have considered a wide spectrum of internal and external risks, including external shocks, operational plans, budgets, and financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.



How we are run

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of 14 trustees (at 21 October 2024) and employ a professional staff team of 40 (at 21 October 2024) to deliver our work. We engage with thousands of other people who support the cause of reducing alcohol harm.

Our purpose and public benefit

Our objects (our official charitable purpose as set out in our governing document) are “The reduction of alcohol-related harm to individuals, families and communities.” We work for a society that is free from the harm caused by alcohol. We prioritise the reduction of alcohol harm in the UK although our objects do not limit us to working only in the UK.

We actively refer to the Charity Commission’s guidance on public benefit when reviewing the charity’s strategy and aims, in planning activities and in making any grants. Alcohol Change UK exists to benefit the wide public by undertaking charitable activities which help to reduce alcohol harm for people across the UK. This covers many millions of children and adults in the UK. We also benefit broader society, for example by campaigning to implement policies which reduce the societal costs of alcohol harm, which are estimated to exceed £27bn in the UK each year. Our charitable activity is diverse and

freely accessible to a broad public audience, not least the Dry January® campaign and our engaging and accessible public-facing website.

Our values

We seek to live by and hold ourselves accountable against these three values, every day:

Truthful.

We seek and tell the truth.

Compassionate.

We care deeply about everyone seriously harmed by alcohol, whoever they are.

Ambitious for change.

We are optimistic and determined.

Governance and leadership

Board

We are governed by a board of trustees who are all volunteers and who, collectively, have expertise in charity finance, senior management, income generation, marketing, communications, law, academic research and addiction. Many of them have professional expertise in alcohol issues and/or personal experiences of alcohol harm and all of them are deeply committed to reducing alcohol harm. The trustees set the overall direction and strategy of Alcohol Change UK and appoint the chief executive

officer. They support and challenge the chief executive officer and monitor the charity’s performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members. The board regularly assesses itself against the Code of Good Governance and works to constantly improve its performance. Full board meetings occur five times a year, one of which is a full-day on strategic issues.

Trustees, Members and Directors

Our memorandum and articles of association (our legal governing document) allow a maximum of 15 trustees at any one time. On 1 April 2023 we had ten trustees. During the year, four new trustees were recruited and two stepped down, so on 31 March 2024 we had twelve trustees. Since the financial year-end two further trustees have been appointed so we have 14 trustees at 21 October 2024. Trustees may serve a maximum of three terms, the first of which is randomly set as three or four years (to stagger term lengths when recruiting multiple trustees at one time), with subsequent terms always three years. The charity has ‘members’, who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

Recruitment, induction and development

Trustees are recruited using an open recruitment process. Vacancies are widely advertised and we work hard to broaden

the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, a full induction pack of key documents, and a training session on the roles and duties of trustees. Trustees are also offered opportunities for ongoing learning and development, both through collective sessions provided to the board as a whole and through a trustee training budget.

Sub-committees

During the year we operated four sub-committees to support and challenge the executive team in more depth than is possible at full board meetings. Sub-committees do not generally have delegated decision-making powers but may recommend a course of action or a decision to the full board. The exception to that is that sub-committees may take decisions to approve certain operational policies, while ensuring that the full board retains control of certain key policies, e.g. investment policy.

- The *research and policy* sub-committee oversees our research programme, policy positions and priorities, and influencing activity.
- The *impact and income development* sub-committee oversees fundraising, communications, behaviour change and consultancy and training.

- The *finance, audit, investment and risk* sub-committee oversees finance, audit, risk, facilities and investment.
- The *governance and people* sub-committee oversees governance and HR matters, including leading on trustee and CEO recruitment.

Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the board of trustees and the responsibility for implementing strategy and for day-to-day management is delegated to the chief executive. The chief executive in turn delegates authority to their team and through them to individual budget-holders and team members. This is all set out in a detailed delegation of authority policy which is regularly reviewed (last review July 2024).

Executive team

An executive team is formed by the chief executive officer, if they wish, in order to advise them and to ensure different teams across the charity are working as a coordinated single team. At 21 October 2024, the executive team consisted of seven staff: the CEO, Director for Wales, Director of Research and Public Affairs, Executive Director of Income & Engagement, Director of Marketing and Communications, Head of Finance and Head of Office, People and Governance.

Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts with any item on the meeting agenda.

Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who want to reduce alcohol harm. We listen to them on a wide range of matters, through large-scale surveys and in-depth pieces of advice on specific issues. We also access professional advice as needed, for example from lawyers, HR advisors, and digital experts.

Staffing

At 31 March 2024 the charity employed 32 staff and at 21 October 2024 we employed 40 staff. All staff are supported to develop personally and professionally, and we work hard to build and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.

Pay policy

Alcohol Change UK has in place a fair, transparent pay and grading policy with defined grades for each role and defined pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). Pay levels are benchmarked annually against similar roles for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay in the middle of the benchmarked range. Posts are graded according to a published job evaluation system. There are five pay points within each grade and staff pay points are reviewed annually. Annually, the Board determines how salaries should be adjusted to reflect changes in the cost of living, with a general policy of matching the February rate of the consumer prices index including housing (CPIH), applied from 1 April. Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries along with a number of other benefits including life assurance and an annual leave trading system.

Chief Executive Officer's pay

It is the board's policy to pay its Chief Executive in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for similar posts, and (v) practical issues such as the location of our head office. The Governance & People

sub-committee benchmarks the CEO's pay against the ACEVO salary survey. Given the national profile of the charity and the Dry January® campaign; our role in national policymaking; the considerable assets of the charity; the complexity and range of our strategy; the depth, breadth and seniority of relationships managed; and our London Head Office; we currently benchmark against the average salary of the upper quartile of charities with an income of £5m-£9.99m in the ACEVO survey. We generally seek to ensure that CEO pay is within a range no less than 3% below and no more than 3% above this figure. The CEO, like all staff, generally receives the annual cost of living adjustment. In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance and the charity's financial context. The board retains absolute discretion to set CEO pay outside these limits and to accept, amend or reject the sub-committee's recommendations. CEO pay was last reviewed in May 2024. In this financial year, the ratio of the chief executive's salary to the median full-time-equivalent salary within the charity was 2.6:1 (22-23: 2.4:1; 21-22: 2.3:1; 20-21: 2.2:1) and to the lowest full-time-equivalent salary within the charity was 4.3:1 (22-23; 4.3:1; 21-22: 4.1:1; 20-21: 3.6:1).



Diversity equality and inclusion

One of our three core values is compassion: caring about everyone who might suffer from alcohol harm, whoever they are. Equality and inclusivity are therefore central to who we are. We believe that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion. And we want everyone who works for the charity to feel as though they belong.

We have made positive efforts to diversify both our board and staff team over the past year. A confidential 2023 staff survey showed our staff team to be more diverse than the general population in terms of gender identity, religion, ethnicity, and neurodiversity but less diverse on age, sexual orientation and (dis)ability (though this is increasing). We employ more women than men. A similar 2023 survey of our board showed that in most areas monitored, Alcohol Change UK's board is becoming more diverse than in previous years with better representation in age and neurodiversity. Our board survey indicated lower diversity than the general population with regards to ethnicity, sexual orientation and (dis)ability. We also found that over half of our staff team and over 80% of our board identified as having personal experience of alcohol harm.

In recent years, all staff and trustees have been offered training in unconscious bias and anti-racism. We have in place both a dynamic and well-considered anti-racism

action plan and a broader equality, diversity, inclusion and belonging action plan; and are actively implementing these plans and holding ourselves accountable for progress against them. These include accepting the historic role of organisations like ours in perpetuating inequalities and discrimination, and the need for fundamental change if we are to live up to our values and be genuinely anti-racist.



We engage with thousands of other people who support the cause of reducing alcohol harm.



Managing risk

As a charity, we do not seek to avoid risk. We focus on impact. We seek to understand what risks we might face and how best to manage them. In 2019-20 we adopted a new, robust approach to risk management, accompanied by a comprehensive and dynamic risk register. Risks are classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. Our executive team considers whether any new risks have emerged at least once a quarter and reviews all risks in full annually. Each sub-committee undertakes a full review of the A to C risks within its remit annually, and the full board reviews the whole register annually. The overall process of risk management is overseen by the finance, audit, investment, and risk sub-committee.

Our key risks

The register was fully reviewed and approved by the board at its meeting on 8 July 2024. The register contained 4 A-level risks, 33 B-level risks and 28 C-level risks: a total of 75 risks at level C or above. The table shows the three highest scoring risks.

Risk	Impact/5 (8 July 24)	Probability/5 (8 July 24)	Total Score (8 July 24)	Mitigation actions in place or planned	Update: 21 October 2024
Too many people and companies might not know or accept that the Dry January® challenge is our trademark, leading companies to commit trademark breaches and people not to join the Dry January® challenge, losing us income and impact.	4 (Serious)	4 (Probable)	16	Reassured current corporate partners; significantly increased marketing spend for 2025; funds ready for smart legal activity.	Risk score: 4x4=16 (no change).
Our ambitious fundraising targets for 24-29 might not be achieved because we are unable to convert enough donations and corporate partnerships.	4 (Serious)	3.5 (Highly uncertain)	14	Targets are based on reliable historic data. Targets are based on meaningful investment plans (incl. extra staffing). Constant review of progress by Executive and Board.	Risk score: 4x3=12 (-2) Reduced as we hit our income targets at 6 months to end Sep 24
Our policy work might be ineffective (non-impactful) because Government has too little interest in reducing alcohol harm.	4 (Serious)	3 (Moderately likely)	12	At 8/7/24, a new Govt was in place but it was far too early to know whether this risk probability will fall.	Risk score at 21/10/24 4x2=8 (-4) Reduced as there are signs that the Government will prioritise the prevention of ill health.

Compliance

Safeguarding and whistleblowing

We take our responsibility to provide a safe workplace extremely seriously. We work very hard to offer a positive, warm, and friendly working environment, with a clear policy supporting any staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website, through contact with staff or trustees, or through the Try Dry® app and the Dry January® challenge. All staff and board members are DBS checked. Relevant website content is accuracy-checked prior to publication. Our Try Dry® app and broader Dry January® messaging contain repeated messages that anyone who experiences symptoms of alcohol withdrawal should not stop drinking suddenly and should seek immediate medical attention. We have had no reports of any medical emergencies resulting from the Dry January® challenge, but we work to continually enhance our messaging to reduce such risks further.

Data protection

We had 0 reportable data incidents during the 2023-24 financial year. However, since the end of 2023-24, we have had one incident of a successful phishing attack which was reportable to the ICO and Charity Commission, who both agreed that our actions were adequate, and no further action was needed. We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually and on cyber-security multiple times a year. Clear processes are in place and frequently communicated.

Fundraising

Many people actively want to reduce alcohol harm, and we make it as easy as possible for them to do so in ways that work for them. We pride ourselves on very high fundraising ethics. In 2023-24, we had 0 fundraising complaints. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource to fundraising agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their will. We do not currently undertake telephone, door-to-door or face-to-face fundraising, but should we do so in future, would ensure we have robust policies in place to protect any vulnerable person we encounter. Any postal and email fundraising appeals are limited; and are only sent to contacts who are existing



supporters and/or where we have full permission to contact. We are members of the Fundraising Regulator and work within the Code of Fundraising Practice.

Memberships

During the financial year, we were members of Charity Comms, the National Council for Voluntary Organisations, Eurocare (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance.

Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity 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 and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which 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 in the Charities Statement Of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity'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 regulations made under the Companies Act 2006 and the Charities Act 2011. 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all steps that they ought to have taken to make themselves aware

of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 21 October 2024 and signed on their behalf by



Isabelle Szmigin,
Chair of the Board of Trustees

Report of the independent auditors to the members of Alcohol Research UK

Opinion

We have audited the financial statements of Alcohol Research UK (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard

applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 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 the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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 take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102), Charity SORP and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquiries of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the design effectiveness of the controls in place to prevent and detect fraud;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Susan Plumb ACA
(Senior Statutory Auditor)

for and on behalf of:

Haines Watts
Chartered Accountants
& Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

28 October 2024



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

		2023-24			2022-23		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and legacies	2	273,345	–	273,345	188,209	–	188,209
Charitable activities:	3						
Research		–	60,374	60,374	–	60,374	60,374
Engagement		–	–	–	–	–	–
Policy and influencing		24,612	51,318	75,930	14,366	51,318	65,684
Culture shift		–	39,244	39,244	–	39,244	39,244
Information and advice		29	–	29	–	–	–
Behaviour change		164,375	–	164,375	219,326	–	219,326
Improving alcohol treatment		420,479	–	420,479	249,074	–	249,074
Alcohol in the workplace		17,906	–	17,906	9,194	–	9,194
Other trading activities	4	14,090	–	14,090	7,443	–	7,443
Investments	5	356,405	–	356,405	388,752	–	388,752
Other		–	–	–	364	–	364
Total income		1,271,241	150,936	1,422,177	1,076,728	150,936	1,227,664
Expenditure on:							
Raising funds:							
Donations and legacies		435,512	–	435,512	367,204	–	367,204
Investment management costs		14,724	–	14,724	22,804	–	22,804
Charitable activities:							
Research		134,427	65,270	199,697	169,675	65,141	234,815
Engagement		183,630	–	183,630	123,310	–	123,310
Policy and influencing		201,867	48,952	250,819	135,082	49,253	184,334
Culture shift		53,299	36,714	90,013	46,318	36,542	82,860
Information and advice		137,200	–	137,200	82,009	–	82,009
Behaviour change		490,546	–	490,546	447,017	–	447,017
Improving alcohol treatment		343,206	–	343,206	238,583	–	238,583
Alcohol in the workplace		110,073	–	110,073	49,020	–	49,020
Other expenditure:							
Impairment cost	14	2,137	–	2,137	–	–	–
Total expenditure	6a/6b	2,106,621	150,936	2,257,557	1,681,022	150,936	1,831,958
Net (expenditure) before gains/(losses) on investments and before property revaluations		(835,380)	–	(835,380)	(604,294)	–	(604,294)
Net gains/(losses) on investments	16	853,225	–	853,225	(381,067)	–	(381,067)
(Loss)/gain on revaluation of investment property	17	(130,711)	–	(130,711)	95,625	–	95,625
Net (expenditure) for the year	9	(112,866)	–	(112,866)	(889,736)	–	(889,736)
Reconciliation of funds:							
Total funds brought forward		11,723,852	1,200	11,725,052	12,613,588	1,200	12,614,788
Total funds carried forward	20a/20b	11,610,986	1,200	11,612,186	11,723,852	1,200	11,725,052

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

Balance sheet

As at 31 March 2024 | Company no. 07462605

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	14		1,078,780		1,099,829
Intangible assets	15		151,742		164,115
Investments	16		9,537,579		8,684,354
Investment property	17		474,914		605,625
			11,243,015		10,553,923
Current assets:					
Stock			4,255		6,239
Debtors	18		368,543		350,415
Cash at bank and in hand			381,171		1,339,942
			753,969		1,696,596
Liabilities:					
Creditors: amounts falling due within one year	19		(384,798)		(525,467)
Net current assets			369,171		1,171,129
Total net assets			11,612,186		11,725,052
The funds of the charity:					
Restricted income funds:	20a/20b		1,200		1,200
Unrestricted income funds:					
General funds			11,610,986		11,723,852
Total charity funds			11,612,186		11,725,052

Approved by the board of directors on 21 October 2024 and signed on their behalf by:



Isabelle Szmigin.
Chair of the Board of Trustees

The notes on pages 34 to 52 comprise part of these financial statements.

Statement of cash flows

For the year ended 31 March 2024

	Note	£	2024 £	£	2023 £
Cash flows from operating activities					
Net (expenditure) for the reporting period (as per the statement of financial activities)			(112,866)		(889,736)
Depreciation and impairment on tangible fixed assets	14		34,208		34,721
Amortisation of intangible fixed assets	15		71,998		69,081
(Gains)/losses on revaluation of investments	16		(853,225)		381,067
Losses/(gains) on revaluation of investment property	17		130,711		(95,625)
Dividends, interest and rent from investments	5		(356,405)		(388,752)
Decrease in stocks			1,985		1,597
(Increase) in debtors			(18,128)		(172,558)
(Decrease)/increase in creditors			(140,669)		29,665
Net cash used in operating activities			(1,242,391)		(1,030,540)
Cash flows from investing activities:					
Dividends, interest and rent from investments	5		356,405		388,752
Purchase of tangible fixed assets	14		(13,159)		(6,406)
Purchase of intangible fixed assets	15		(59,625)		(102,724)
Proceeds from sale of investments	16		–		11,283,699
Purchase of investments	16		–		(9,826,711)
Net cash provided by investing activities			283,620		1,736,610
Change in cash and cash equivalents in the year			(958,771)		706,070
Cash and cash equivalents at the beginning of the year			1,339,942		633,872
Cash and cash equivalents at the end of the year			381,171		1,339,942

Alcohol Change UK has not provided an analysis of changes in net debt as it does not have any long-term financing arrangements.

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies

a) 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 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company 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 or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

Key assumptions and estimations were made from external professional parties for the significant transactions relating to building impairments and investment property gains/(losses).

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

b) Going concern

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The charity has cash reserves of £381,171 (2023: £1,339,942) and net assets of £11,612,186 (2023: £11,725,052).

More information on this is provided in the Trustees' Annual Report.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) 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.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

f) Expenditure and irrecoverable VAT

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 raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose and investment manager fees.
- Expenditure on charitable activities includes the costs of our programmes: research, engagement, policy and influencing, culture shift, information and advice, behaviour change, improving alcohol treatment and alcohol in the workplace, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

g) Allocation of support costs

Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities.

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

	2024	2023
• Raising funds	20%	24%
• Research	4%	6%
• Engagement	13%	10%
• Policy and influencing	11%	8%
• Culture shift	3%	4%
• Information and advice	9%	7%
• Behaviour change	20%	28%
• Improving alcohol treatment	13%	10%
• Alcohol in the workplace	7%	3%

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting policies (continued)**h) Grants payable**

Grants which have been authorised and paid are included as expenditure in the Statement of Financial Activities. Grants which have been authorised but not yet paid are accrued in the balance sheet and are included within creditors falling due within one year or after one year (as appropriate).

i) Tangible fixed assets

Tangible fixed assets Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. The building is defined as a mixed-use property as it is partly used for charitable activity, and partly leased out as an investment. The proportion held for charity use is recognised at historic cost less impairment, and the proportion held for investment is recognised at market value as described in note 1 (n) below.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Land	Not depreciated
• Leasehold property	50 years
• Office equipment	3 years
• Furniture & fixtures	3 years
• Software	3 years

j) Intangible fixed assets

Intangible fixed assets comprise software development costs incurred in updating, developing and improving the charity's 'Dry January[®]' and 'Try Dry[®]' software applications.

Amortisation is provided at a rate calculated to write down the cost of this asset to its estimated residual value over its expected useful life. The amortisation rate in use is as follows:

• Software development	5 years
------------------------	---------

k) Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

l) Investment income

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

o) Stock

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

p) 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.

q) Cash and cash equivalents

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.

r) 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.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

t) Foreign exchange transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

u) Pensions

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements

For the year ended 31 March 2024

2. Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Donations from individuals and trusts	265,400	–	265,400	162,785	–	162,785
Legacies	7,945	–	7,945	25,424	–	25,424
	273,345	–	273,345	188,209	–	188,209

3. Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Research						
• Welsh Government	–	60,374	60,374	–	60,374	60,374
Policy and influencing						
• Conference income	24,612	–	24,612	14,366	–	14,366
• Welsh Government	–	51,318	51,318	–	51,318	51,318
	24,612	51,318	75,930	14,366	51,318	65,684
Culture shift						
• Welsh Government	–	39,244	39,244	–	39,244	39,244
Information and advice						
• Other income	29	–	29	–	–	–
Behaviour change						
• Other income	164,375	–	164,375	219,326	–	219,326
Improving alcohol treatment	420,479	–	420,479	249,074	–	249,074
Alcohol in the workplace	17,906	–	17,906	9,194	–	9,194
Total income from charitable activities	627,401	150,936	778,337	491,960	150,936	642,896

The charitable company receives government grants, defined as funding from the Welsh Government to fund charitable activities.

The total value of such grants in the period ending 31 March 2024 was £150,936 (2023: £150,936).

There are no unfulfilled conditions or contingencies attaching to these grants.

Notes to the financial statements

For the year ended 31 March 2024

4. Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Merchandise sales	14,090	–	14,090	7,443	–	7,443

5. Income from investments

	2024 Total £	2023 Total £
Fixed interest		
Corporate bonds and British Government stocks	–	50,666
Investment cash account	26,617	3,943
Equities – UK and overseas	–	4,528
Managed Fund Equities – UK and overseas	276,144	290,928
	302,761	350,065
Investment property rental income	39,375	31,752
Investment property service charge income	9,706	4,874
Bank deposit interest	4,563	2,061
	356,405	388,752

All income from investments is unrestricted.

Notes to the financial statements

For the year ended 31 March 2024

Cost of raising funds

Charitable activities

Other expenditure

6a. Analysis of expenditure (current year)

	Donations and legacies £	Investment management costs £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	Support and governance costs £	Leasehold Property impairment £	2024 Total £	2023 Total £
Staff costs (note 10)	212,400	6,269	109,257	106,360	159,037	62,057	68,869	198,335	137,189	59,387	209,776	–	1,328,936	990,293
Other staff costs	3,000	957	34	–	25	19	–	–	273	–	37,045	–	41,353	48,058
Board and committees	–	–	–	–	–	–	–	–	–	–	6,680	–	6,680	1,261
Buildings and office running costs	12,668	–	785	8,924	10,118	1,031	360	17,061	5,410	3,599	126,483	–	186,439	135,745
Conferences and events	99	–	890	–	10,747	501	–	–	9,226	4,181	1,238	–	26,882	8,078
Amortisation & Depreciation	–	–	–	–	–	–	–	71,998	–	–	32,070	–	104,068	103,802
Leasehold Property impairment	–	–	–	–	–	–	–	–	–	–	–	2,137	2,137	–
External associates and advice	–	–	–	–	375	–	–	–	119,026	4,637	2,469	–	126,507	121,768
Fundraising expenses	89,165	–	–	788	1,056	115	–	334	–	37	–	–	91,495	43,795
Grants management and advisory panel costs	21	–	–	–	–	–	–	–	–	–	4	–	25	–
Grants payable (note 8a)	–	–	–	–	–	–	–	–	–	–	–	–	–	(2,000)
Insurance	–	–	–	–	–	–	–	–	–	–	11,165	–	11,165	6,614
Investment costs	–	5,500	–	–	–	–	–	–	–	–	(4,460)	–	1,040	14,441
Legal and professional fees	–	1,998	–	–	–	–	–	–	–	–	34,779	–	36,777	22,905
Meeting costs	38	–	576	–	2,081	253	–	127	371	–	7,729	–	11,175	6,371
Other costs	15,760	–	26	1,782	5,713	18	97	115	1,187	38	1,232	–	25,968	44,964
Publications, communications and marketing	10,280	–	6,907	4,827	4,856	5,336	28,192	108,703	9,793	7,939	3,546	–	190,379	175,742
Research, policy and campaigns costs	1,833	–	51,966	1,213	2,906	1,743	790	4,269	1,209	602	–	–	66,531	110,120
	345,264	14,724	170,441	123,894	196,914	71,073	98,308	400,942	283,684	80,420	469,756	2,137	2,257,557	1,831,958
Support and governance costs (note 7a)	90,248	–	29,256	59,736	53,905	18,940	38,892	89,604	59,522	29,653	(469,756)	–	–	–
Total expenditure 2024	435,512	14,724	199,697	183,630	250,819	90,013	137,200	490,546	343,206	110,073	–	2,137	2,257,557	
Total expenditure 2023	367,204	22,804	234,815	123,310	184,334	82,860	82,009	447,017	238,583	49,020	–	–		1,831,958

Notes to the financial statements

For the year ended 31 March 2024

Cost of raising funds Charitable activities Other expenditure **6b. Analysis of expenditure (prior year)**

	Donations and legacies £	Investment management costs £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	Support and governance costs £	2023 Total £
Staff costs (note 10)	185,001	962	108,276	72,372	119,839	56,443	50,956	146,374	80,481	24,789	144,800	990,293
Other staff costs	1,495	–	418	400	–	–	–	617	–	–	45,128	48,058
Board and committees	–	–	–	–	–	–	–	–	–	–	1,261	1,261
Buildings and office running costs	9,984	–	2,636	4,536	10,338	63	584	9,830	1,993	1,689	94,092	135,745
Conferences and events	–	–	610	56	3,071	326	–	73	1,943	1,999	–	8,078
Amortisation & Depreciation	–	–	–	–	–	–	–	69,081	–	–	34,721	103,802
External associates and advice	265	213	565	–	427	317	–	–	111,605	7,766	610	121,768
Fundraising expenses	36,967	–	281	5,654	188	139	150	–	348	–	68	43,795
Grants payable (note 8b)	–	–	(2,000)	–	–	–	–	–	–	–	–	(2,000)
Insurance	–	–	–	–	–	–	–	–	–	–	6,614	6,614
Investment costs	–	18,441	–	–	–	–	–	–	–	–	(4,000)	14,441
Legal and professional fees	–	3,188	–	–	–	–	–	186	–	–	19,531	22,905
Meeting costs	80	–	338	–	724	180	–	75	–	–	4,973	6,371
Other costs	19,760	–	882	117	12,728	34	62	248	93	(198)	11,238	44,964
Publications, communications and marketing	30,321	–	3,652	6,626	3,854	6,232	6,448	106,982	6,407	3,235	1,985	175,742
Research, policy and campaigns costs	–	–	88,641	–	1,567	1,163	–	18,749	–	–	–	110,120
	283,873	22,804	204,300	89,761	152,736	64,897	58,201	352,215	202,870	39,280	361,021	1,831,958
Support and governance costs (note 7a)	83,331	–	30,516	33,549	31,598	17,963	23,809	94,802	35,713	9,740	(361,021)	–
Total expenditure 2023	367,204	22,804	234,815	123,310	184,334	82,860	82,009	447,017	238,583	49,020	–	1,831,958

Notes to the financial statements

For the year ended 31 March 2024

Cost of raising funds Charitable activities **7a. Analysis of support and governance costs (current year)**

	Donations and legacies £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	2024 Total £	2023 Total £
Finance	18,916	5,576	12,521	10,881	3,657	8,152	18,781	12,476	6,215	97,175	85,311
Office and general management	11,215	4,083	7,423	7,034	2,605	4,833	11,135	7,397	3,685	59,410	32,396
IT, internet and telephones	6,487	2,764	4,293	4,371	1,734	2,795	6,440	4,278	2,131	35,293	76,650
HR and other professional fees	21,559	6,174	14,270	12,266	4,066	9,291	21,405	14,219	7,084	110,334	41,135
Buildings and premises	13,450	5,049	8,903	8,550	3,210	5,796	13,354	8,871	4,419	71,602	61,817
Support costs	71,627	23,646	47,410	43,102	15,272	30,867	71,115	47,241	23,534	373,814	297,310
Audit fees	2,057	465	1,362	1,078	319	887	2,043	1,357	676	10,244	9,373
Insurance	938	212	621	491	145	404	931	618	308	4,668	3,175
Legal advice	3,460	783	2,290	1,812	535	1,491	3,435	2,282	1,137	17,225	6,365
Board and committee meetings	316	71	209	166	49	136	314	208	104	1,573	1,389
Constitutional and statutory needs	615	139	407	322	95	265	611	406	202	3,062	1,969
Strategic management	11,235	3,940	7,437	6,934	2,525	4,842	11,155	7,410	3,692	59,170	41,440
Governance costs	18,621	5,610	12,326	10,803	3,668	8,025	18,489	12,281	6,119	95,942	63,712
Total expenditure 2024	90,248	29,256	59,736	53,905	18,940	38,892	89,604	59,522	29,653	469,756	
Total expenditure 2023	83,331	30,516	33,549	31,598	17,963	23,809	94,802	35,713	9,740		361,021

Notes to the financial statements

For the year ended 31 March 2024

Cost of raising funds Charitable activities **7b. Analysis of support and governance costs (prior year)**

	Donations and legacies £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	2023 Total £
Finance	20,146	6,527	8,111	6,997	3,866	5,756	22,919	8,634	2,355	85,311
Office and general management	7,108	3,295	2,862	3,218	1,920	2,031	8,086	3,046	831	32,396
IT, internet and telephones	18,012	5,999	7,251	6,379	3,548	5,146	20,491	7,719	2,105	76,650
HR and other professional fees	9,325	3,732	3,754	3,776	2,188	2,664	10,609	3,996	1,090	41,135
Buildings and premises	13,905	5,772	5,598	5,787	3,379	3,973	15,819	5,959	1,625	61,817
Support costs	68,496	25,325	27,576	26,156	14,901	19,570	77,925	29,355	8,006	297,310
Audit fees	2,294	596	924	685	358	655	2,610	983	268	9,373
Insurance	777	202	313	232	121	222	884	333	91	3,175
Legal advice	1,558	405	627	465	243	445	1,772	668	182	6,365
Board and committee meetings	340	88	137	102	53	97	387	146	40	1,389
Constitutional and statutory needs	482	125	194	144	75	138	548	207	56	1,969
Strategic management	9,384	3,775	3,778	3,814	2,213	2,681	10,676	4,022	1,097	41,440
Governance costs	14,835	5,191	5,973	5,443	3,062	4,239	16,878	6,358	1,734	63,712
Total expenditure 2023	83,331	30,516	33,549	31,598	17,963	23,809	94,802	35,713	9,740	361,021

Notes to the financial statements

For the year ended 31 March 2024

8a. Grant making (current year)

	Small grants £	Research and development grants £	Studentship grants £	2024 £	2023 £
At the start of the year	-	79,847	-	79,847	192,666
Awarded in year	-	-	-	-	-
Paid in the year	-	(16,203)	-	(16,203)	(112,819)
Grants cancelled	-	-	-	-	-
At the end of the year	-	63,644	-	63,644	79,847
Falling due within one year	-	63,644	-	63,644	79,847
Reconciliation of expenditure:					
Awarded in year	-	-	-	-	-
Grants cancelled	-	-	-	-	-
Grants refunded	-	-	-	-	-
At the end of the year	-	-	-	-	-

8b. Grant making (prior year)

	Small grants £	Research and development grants £	Studentship grants £	2023 £
At the start of the year	-	192,666	-	192,666
Awarded in year	-	-	-	-
Paid in the year	-	(112,819)	-	(112,819)
Grants cancelled	-	-	-	-
At the end of the year	-	79,847	-	79,847
Falling due within one year	-	79,847	-	79,847
Reconciliation of expenditure:				
Awarded in year	-	-	1,000	1,000
Grants cancelled	-	-	-	-
Grants refunded	-	(3,000)	-	(3,000)
At the end of the year	-	(3,000)	1,000	(2,000)

Full details of grants paid during the year and outstanding at the year end are listed in Appendix 1 to the Financial Statements.

Grants to individuals (studentship grants)

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

Notes to the financial statements

For the year ended 31 March 2024

9. Net income/(expenditure) for the year

This is stated after changing/(crediting):

	2024 £	2023 £
Depreciation	32,071	34,721
Amortisation	71,998	69,081
Profit/(loss) on disposal of fixed assets	–	–
Operating lease rentals payable	3,079	2,761
Operating lease rentals receivable	(39,375)	(31,752)
Auditor's remuneration (excluding VAT)		
Audit	8,000	9,093
Other services	1,200	280

10. Analysis of staff costs, board of trustees' remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,128,389	853,126
Social security costs	117,779	89,916
Employer's contribution to defined contribution pension schemes	82,769	47,251
	1,328,937	990,293

The following number of employees received employee benefits (excluding employer's NIC and pension costs) during the year between:

	2024 No.	2023 No.
£90,000 – £99,999	1	1
£60,000 – £69,999	2	–

During the year, the charity's key management personnel comprised of the chief executive officer, directors and department heads. The total employee benefits (including employer pension contributions and employer national insurance) of the key management personnel from 1 April 2023 to 31 March 2024 were **£544,584** (2023: £387,822).

There were no termination payments made in either 2024 or 2023 and none were outstanding at the current and previous year end. Termination costs are recognised in full as an expense on the statement of financial activities.

Trustees received reimbursed travel expenses of £1,398 (2023: £396).

Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12 (Related Party Transactions).

Notes to the financial statements

For the year ended 31 March 2024

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 26 (2023: 21).

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

	2024 FTE	2023 FTE
Raising funds	4.1	3.3
Research	1.6	1.8
Engagement	1.8	1.3
Policy and influencing	2.5	1.8
Culture shift	1.0	0.9
Information and advice	1.2	0.8
Behaviour change	3.5	3.3
Improving alcohol treatment	2.6	1.7
Alcohol in the workplace	1.3	0.5
Marketing and communication	1.8	2.0
Support functions, management and governance	3.6	2.5
	25.0	19.9

Notes to the financial statements

For the year ended 31 March 2024

12 Related party transactions (current year)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Of the grants paid during the year, the following trustees, directors and/or associates have been involved in projects and, during the course of the project, they or their unit have received funding from the institution to which the grant was made. The details are as follows:

	2024 £	2023 £
AdFam – Support and development work of the Alcohol and Family Alliance: Vivienne Evans, is a Trustee at Alcohol Change UK and CEO at AdFam		
Paid in year	–	10,000
Outstanding at year-end	–	–
The following payments have been made, all at arms' length, to persons related to employees:		
Paid in year		
Short Term Office Support Assistant, for period 1 August to 12 August 2022, a now ex-employee (related to the CEO)	–	872
Short Term Data analysis and reporting work, for period 2 August to 26 August 2022, a now ex-contractor (related to the ex-Director of Communications and Marketing)	–	265
	–	1,137
Outstanding at year-end		
Short Term Office Support Assistant, for period 1 August to 12 August 2022, a now ex-employee (related to the CEO)	–	–
Short Term Data Analysis and reporting work, for period 2 August to 26 August 2022, a now ex-contractor (related to the ex-Director of Communications and Marketing)	–	–
	–	–
The following value of leaving gifts been made, all at arms' length, to Trustees on their leaving the Charity:		
Paid in year	99	83
Outstanding at year-end	–	–

13 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2024

14. Tangible fixed assets

	Freehold land £	Leasehold property £	Furniture & fixtures £	Office equipment £	Software £	Total £
Cost						
At the start of the year	39,500	1,244,556	27,546	40,889	11,954	1,364,445
Additions in year	–	–	–	13,159	–	13,159
Disposals in year	–	–	–	(5,023)	–	(5,023)
Impairment	–	(2,137)	–	–	–	(2,137)
At the end of the year	39,500	1,242,419	27,546	49,025	11,954	1,370,444
Depreciation						
At the start of the year	–	193,445	27,546	32,074	11,551	264,616
Disposals in year	–	–	–	(5,023)	–	(5,023)
Charge for the year	–	23,889	–	7,779	403	32,071
At the end of the year	–	217,334	27,546	34,830	11,954	291,664
Net book value						
At the end of the year	39,500	1,025,085	–	14,195	–	1,078,780
At the start of the year	39,500	1,051,111	–	8,815	403	1,099,829

The charity's head office at Swinton Street, London, comprises tangible fixed assets (part freehold land, part leasehold property) and part investment property (see note 17). The purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value at date of purchase. A full professional valuation of the leasehold property and investment property at 31 March 2024 was undertaken by Aspect Surveyors Limited, 4 Kings Road, London, WC1X 9QA. The property was valued subject to the continuance of the existing sub-lease dated from 7 November 2022 for a period of 5 years until 6 November 2027.

The existing sub-lease comprises the basement of the head office at Swinton Street, London, and the freehold land (comprising an outdoor courtyard leading off the basement) of the head office at Swinton Street, London. All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2024

15. Intangible fixed assets

	2024 £	2023 £
Cost		
At the start of the year	345,404	242,680
Additions in year	59,625	102,724
At the end of the year	405,029	345,404
Amortisation		
At the start of the year	181,289	112,208
Charge for the year	71,998	69,081
At the end of the year	253,287	181,289
Net book value		
At the end of the year	151,742	164,115
At the start of the year	164,115	130,472

16. Listed investments

Investments are included at their market value.

Fair value at the start of the year	8,684,354	10,522,409
Additions at cost	–	9,826,711
Disposal proceeds	–	(11,283,699)
Net (loss)/gain on change in fair value	853,225	(381,067)
	9,537,579	8,684,354
Historic cost		
	8,838,376	8,838,376
Investments comprise:		
Managed Fund	2024 £	2023 £
COIF Charities Ethical Investment Fund Income – 3,079,121.57 Units	9,537,579	8,684,354

Notes to the financial statements

For the year ended 31 March 2024

17. Investment property

	2024 £	2023 £
Fair value at the start of the year	605,625	510,000
Revaluation during the year	(130,711)	95,625
Fair value at the end of the year	474,914	605,625

The charity's head office at Swinton Street, London, comprises tangible fixed assets (part freehold land, part leasehold property - see note 14) and part investment property. The purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value at date of purchase. A full professional valuation of the leasehold property and investment property at 31 March 2024 was undertaken by Aspect Surveyors Limited, 4 Kings Road, London, WC1X 9QA. The property was valued subject to the continuance of the existing sub-lease dated from 7 November 2022 for a period of 5 years until 6 November 2027. The existing sub-lease comprises the basement of the head office at Swinton Street, London, and the freehold land (comprising an outdoor courtyard leading off the basement) of the head office at Swinton Street, London.

18. Debtors

	2024 £	2023 £
Equity interest and dividends declared but not yet received	69,755	70,470
Trade debtors	214,261	209,935
Other debtors	213	1,130
Prepayments and accrued income	84,313	68,880
	368,543	350,415

19. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	47,491	83,799
Taxation and social security	64,446	66,953
Other creditors	10,745	5,737
Deferred income	152,979	253,811
Accruals	45,492	35,320
Grants payable (Note 8)	63,645	79,847
	384,798	525,467

	2024 £	2023 £
Movements in deferred income:		
At the start of the year	253,811	85,905
Deferred during the year	152,979	253,811
Released during the year	(253,811)	(85,905)
At the end of the year	152,979	253,811

Deferred income relates to training and consultancy fees received in advance of delivery of the services.

Notes to the financial statements

For the year ended 31 March 2024

20a. Movements in funds (current year)

	At 1 April 2023 £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2024 £
Restricted funds:					
Welsh Government	–	150,936	(150,936)	–	–
Welsh Government (BL Work in Wrexham and Flintshire)	1,200	–	–	–	1,200
Total restricted funds	1,200	150,936	(150,936)	–	1,200
General funds	11,723,852	1,271,241	(2,106,621)	722,514	11,610,986
Total funds	11,725,052	1,422,177	(2,257,557)	722,514	11,612,186

20b. Movements in funds (prior year)

	At 1 April 2022 £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2023 £
Restricted funds:					
Welsh Government	–	150,936	(150,936)	–	–
Welsh Government (BL Work in Wrexham and Flintshire)	1,200	–	–	–	1,200
Total restricted funds	1,200	150,936	(150,936)	–	1,200
General funds	12,613,588	1,076,728	(1,681,022)	(285,442)	11,723,852
Total funds	12,614,788	1,227,664	(1,831,958)	(285,442)	11,725,052

Notes to the financial statements

For the year ended 31 March 2024

20c. Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2023-24 are shown below:

The Welsh Government grant was to support the training and consultancy project to help services in two Welsh local authority areas to work more effectively with vulnerable alcohol-dependent drinkers.

The Welsh Government grant is supporting delivery of the 'Working Together to Reduce Harm, Substance Misuse Delivery Plan', including raising awareness of alcohol misuse issues across Wales and campaigning for an effective alcohol policy and improved services for people whose lives are affected by alcohol-related problems.

21. Operating lease commitments

At 31 March 2024, the charity had the following annual commitments under non-cancellable operating leases:

	Office equipment		Property	
	2024 £	2023 £	2024 £	2023 £
Less than one year	629	629	2,450	2,450
One to five years	2,518	2,518	41	2,501
Over five years	118	747	–	–
	3,265	3,894	2,491	4,951

22. Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (exclusive of VAT):

	Property	
	2024 £	2023 £
Less than one year	39,989	38,660
One to five years	103,849	152,089
	143,838	190,749

The original tenancy agreement for the basement at 27 Swinton Street, London, was for a five-year period, starting from 11 August 2017. The charity was entitled to a fixed annual rental of £44,000 and reimbursement of service charges incurred for the year, which were variable. The original tenants vacated the property on 6 April 2022, therefore there were no service charges received for the period 7 April 2022 - 10 August 2022.

A new tenancy agreement for the basement at 27 Swinton Street, London, was agreed for a five-year period commencing from 7 November 2022 and new tenants commenced from that date. The charity is entitled to an initial annual rental of £38,000 which increases annually each 7 November by the lower of inflation or 5%. From 7 November 2022 rent therefore increased to £39,900 per annum. The charity is also entitled to reimbursement of service charges incurred for the year, which are variable. Service charges received for the year to 31 March 2024 were £9,706 (7 November 2022 - 31 March 2023: £4,874).

An agreement for rental of desks on the ground floor at 27 Swinton Street, London, for a 15 month period commenced on 20 February 2023. The charity is entitled to a fixed annual rental of £660.

23. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Notes to the financial statements

For the year ended 31 March 2024

24a. Analysis of net assets between funds (current year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	–	1,078,780	1,078,780
Intangible fixed assets	–	151,742	151,742
Investment properties	–	474,914	474,914
Investments	–	9,537,579	9,537,579
Net current assets	1,200	367,971	369,171
Net assets at 31 March 2024	1,200	11,610,986	11,612,186

24b. Analysis of net assets between funds (prior year)

	Restricted £	General unrestricted £	Total funds (Re-stated) £
Tangible fixed assets	–	1,099,829	1,099,829
Intangible fixed assets	–	164,115	164,115
Investment properties	–	605,625	605,625
Investments	–	8,684,354	8,684,354
Net current assets	1,200	1,169,929	1,171,129
Net assets at 31 March 2023	1,200	11,723,852	11,725,052

Notes to the financial statements

For the year ended 31 March 2024

Appendix 1: Grant commitments**Research and Development Grants**

Grant Recipient	Grant Ref	At 1 April 2023 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2024 £
University of Glasgow	2017 RI/100040	12,371	–	–	–	12,371
Manchester Metropolitan University	2020 NH/16	16,203	–	–	(16,203)	–
Sheffield Hallam University	2020 NH/20	12,115	–	–	–	12,115
Swansea University	2020 NH/26	16,250	–	–	–	16,250
University of Liverpool	2020 NH/31	22,908	–	–	–	22,908
Total Research and Development Grants		79,847	–	–	(16,203)	63,644

53 | Officers and contacts

Alcohol Change UK is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. Alcohol Research UK merged with and incorporated the assets of Alcohol Concern, which had the Charity Commission number 291705, on 31 March 2017, and which was removed from the Charity Commission register on 23 January 2018.

Registered office and operational address: 27 Swinton Street, London, WC1X 9NW

Company no. 07462605 (England and Wales)

Charity no. 1140287

Board of Trustees 1 April 2023 to 21 October 2024. (*Italics* = left Board during the period, **bold** = joined Board during the period).

Prof Isabelle Szmigin

Vivienne Evans

Dr Emmert Roberts

Fiona Cumberland

Mike Bellamy

Dr Emily Finch

Hannah Grummett

Mick Urwin

Helen Chang from 30 October 2023

Herdeep Dosanjh from 30 October 2023

Jeremy Joseph from 30 October 2023

Raveena Dhadwal from 30 October 2023

Emma Greenwood from 8 July 2024

Jon Spain from 21 October 2024

Adam Uttley to 25 May 2024

Prof Antony Moss to 25 September 2023

Chair of Board of Trustees

Vice-Chair and Chair of Governance and People (GP) sub-committee

Chair of Research and Policy (RP) sub-committee

Chair of Income and Impact Development sub-committee

Member of FAIR, GP and IID sub-committees

Member of RP sub-committee, Member of Strategy Working Group

Member of FAIR and RP sub-committees

Member of GP, IID and RP sub-committees, Member of Strategy Working Group

Member of IID sub-committee

Member of FAIR sub-committee

Member of RP sub-committee

Member of GP sub-committee

Member of RP sub-committee

Chair of FAIR sub-committee

Treasurer, Chair of Finance, Audit, Investment and Risk (FAIR) sub-committee to 25 March 2024

Member of IID sub-committee to 25 September 2023

Executive team (ET) from 1 April 2023 to 21 October 2024. (*Italics* = left ET during the period, **bold** = joined ET during the period).

Dr Richard Piper

Andrew Misell

Danielle Houliston

Jenni G Bradshaw

Sonali Xavier

Joe Marley

Ash Singleton

Ailar Hashemzadeh

Patron

Ambassadors

Auditor

Bankers

Investment managers

Solicitors

Chief Executive Officer

Director, Wales Office

Executive Director of Fundraising and Engagement

Head of Office, People and Governance

Head of Finance

Director of Marketing and Communications, from 4 September 2023

Director of Research and Public Affairs (maternity cover), from 30 July 2024

Director of Research and Public Affairs, to 17 July 2024 (maternity leave)

Lord Clive Brooke of Alvethorpes

Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Fraser Franks, Jay Motty, Jasmin Spark, Fiyaz Mughal, Adrian Chiles, Daniel James Henry, Michael Sargood, Michael Singh, Mandy Manners, Issy Hawkins, Scott Pearson and Lauren White

Haines Watts, Old Station House, Station Approach, Swindon, Wiltshire, SN1 3DU

CAF Bank Ltd, King's Hill, West Malling, Kent, ME19 4TA

CCLA, One Angel Lane, London EC4R 3AB

Bates Wells London LLP
2-6 Cannon Street, London, EC4M 6YH

Our aim is to
improve the **health**
and **happiness** of
people across the UK.



Alcohol harm is destroying
millions of lives.

But change is possible.

Let's create that change.

Alcohol Change UK, 27 Swinton Street, London WC1X 9NW
020 3907 8480, contact@alcoholchange.org.uk, www.alcoholchange.org.uk

Alcohol Change UK is the operating name of Alcohol Research UK. Registered office 27 Swinton Street, London WC1X 9NW. Registered charity number 1140287.
Company limited by guarantee in England and Wales number 07462605.

ALCOHOL
CHANGE^{UK}

ALCOHOL RESEARCH UK

England & Wales - Charity number 1140287

Accounts

Annual Report 2022-23

Millions of people
experience alcohol harm.

But this is all avoidable
and change is possible.

Let's create that change.



We are Alcohol Change UK

We work for a world free from the serious harm caused by alcohol.

We're not anti-alcohol. We are against the harm that it causes. Alcohol harm affects millions of families, damaging and ending lives. It impacts all of us, whether through a loved one's suffering, damaged communities or avoidable costs to frontline services.

But alcohol harm is not inevitable.

We work across the UK to reduce alcohol harm.

We do this with compassion, with ambition, and by seeking and telling the truth about alcohol harm and how to end it.

Change is possible.

Let's create that change.



Annual Report and Financial Statements of the Trustees of Alcohol Change UK¹

Year ending 31 March 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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- 03** Our strategy and plans
- 11** What we do: activity and impact
- 17** Our finances
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¹Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).



Welcome from the Chair and Chief Executive

Reducing alcohol harm will make an important contribution to helping people across Britain be happier and healthier. Alcohol is one of the most common causes of illness, early death, low productivity, and crime and disorder that we face as a society.

The good news is that we as a society know the solutions. Alcohol Change UK works holistically to deliver five big changes, as set out in our 2019-24 strategy, that will together substantially and sustainably reduce alcohol harm:

- Increased knowledge and understanding of alcohol harm, through innovative research
- Better policies and regulations, by encouraging and supporting Government to implement measures to cut alcohol harm
- A change in our culture, so that alcohol is treated as optional to our lives, not as the default setting of our society
- Improved drinking behaviours amongst heavy drinkers, through behaviour change work such as Dry January®

- A stronger, properly-funded and fully inclusive alcohol treatment system, so that those of us who do need extra help to retake control of our drinking have the best support available whenever we need it.

This report covers the period 1 April 2022 to 31 March 2023, which was year four of our strategy, but our third full year of fundraising. I am delighted that we took some big strides forward, giving people across the UK the chance to express their passion for ending alcohol harm, whether through creative fundraising efforts, quiet giving, or heartfelt gifts in memory of a loved one who died too young from using alcohol. People also support Alcohol Change UK by acting as volunteers and as trustees. Three of my colleagues on our board of trustees stepped down since our last report. Gareth Harkin served as a trustee for over six years and contributed a huge amount to both Alcohol Research UK and Alcohol Change UK. Prof Tony Moss joined in 2019 and has been a massive champion of the charity and a voice of real wisdom. Fiyaz Mughal was our Chair through the tumult of the pandemic and steered the trustee board remarkably through that period. Our huge thanks to them all.

Most importantly, of course, this report is about the difference we make. We are committed to improving the lives of millions of people and families across the UK. My huge thanks to our staff team for achieving such progress, to my fellow trustees for their insight and good governance and to all our supporters who share our belief that alcohol harm is completely avoidable. Looking ahead, our 2023-24 plan stays true to our strategy and will see us continuing to develop our impact-centred work programmes. With your continued support, we can and will make alcohol change happen faster.

I. Szmigin

Isabelle Szmigin,
Chair of the Board of Trustees

Your support can and will make alcohol change happen faster



Alcohol harm is huge in scale and affects every single one of us. Alcohol damages our health and wellbeing. It disrupts families. It harms communities. And it holds back society, causing avoidable disruption to our health system and our courts and policing.

But we are not anti-alcohol. We believe in the right of adults to consume what substances they wish. We never have and never will tell anyone how much to drink. Our focus is reducing alcohol *harm*. So our vision is of a society in which people are free to consume alcohol, but with alcohol harm eliminated.

This requires genuine expertise, and a commitment to science and evidence, rather than the assumptions, misunderstandings and opinions that swirl around the topic of alcohol. That's why one of our three values is **truthfulness**. We are not afraid to say what the evidence tell us, even if that's unpopular, and we're not afraid to change our positions as the evidence evolves. A commitment to

evidence is not always easy, but we believe it is always the right thing to do.

Our second value is **ambition**. Currently, most people think of alcohol harm as a niche topic, relevant to only a small group of people. However, alcohol causes harm from quite low levels of consumption. In fact, in the UK for every 6 dependent drinkers there are 100 hazardous and harmful drinkers, that is, people drinking more than 14 units of alcohol (5-6 pints) a week. This is enough to lead to increased risks of a huge number of serious conditions, including cancers, heart disease, anxiety and depression. In total, around 10 million people drink at this level. That is a lot of people to support, when we have a team of fewer than 30 people. Which is why we create innovative digital tools that empower people, at scale, to change their own drinking.

Alcohol also plays a disproportionate role in our culture, a role that we don't give to any other drug. Shifting this old-fashioned culture, so that alcohol is seen for what it is, rather than through rose-tinted spectacles, is another huge task. Which is why we've invested in research to identify the most effective ways ('frames') for how to talk about alcohol and alcohol harm. We are not fazed by the size of the task, because we're ambitious, and because it matters.

Ending alcohol harm is an urgent imperative if we are to save lives

Which leads to our third and final value: **compassion**. Ending alcohol harm is not a game, not a science project or an intellectual exercise. It is an urgent imperative if we are to save lives. The prize is huge, and hugely humane: a Britain in which children grow up more safely, in which people live long enough to hold their grandchildren, in which our population is much physically and mentally healthier, in which workplaces are welcoming and productive, in which our police services and court systems are freed up from alcohol-related crime and our health systems are no longer swamped by alcohol-related illness.

We can and will build this better society. If you'd like that too, please join us, whether as a donor, campaigner, trustee or team member.

A handwritten signature in black ink, appearing to read 'Richard Piper'.

Dr Richard Piper,
Chief Executive Officer

2019-2024 strategy

Our five-year strategy commits us to five top level impacts that must happen if we are to reduce alcohol harm.

Top level impacts	Improved knowledge	Better policy and regulation	Shifted cultural norms	Improved drinking behaviours	More and better support and treatment
The work programmes that deliver this impact	<ul style="list-style-type: none">• Research and innovation• Engagement	<ul style="list-style-type: none">• Policy and influencing• Engagement	<ul style="list-style-type: none">• Culture change• Alcohol at work• Engagement	<ul style="list-style-type: none">• Information and advice• Behaviour change	<ul style="list-style-type: none">• Policy and influencing• Improving alcohol treatment

Our strategy also commits us to four major internal developments that will help us, as a charity, to be as strong as we can be and best able to deliver these impacts. We do, of course, make dozens of smaller-scale improvements every year to the way we are run, but these four developments are our multi-year, strategic priorities.

Internal developments	Fundraising	Impact assessment	Data management	Risk management
	<ul style="list-style-type: none">• Creating sustainable income growth to break even by 2024 (revised to 2029)	<ul style="list-style-type: none">• Being able to know, grow and show the difference we make	<ul style="list-style-type: none">• Having the knowledge we need at our fingertips	<ul style="list-style-type: none">• Being able to confidently negotiate a higher risk environment

A man and a woman are walking together on a path in a park. The woman, on the left, has curly hair and is wearing a black puffer jacket. The man, on the right, is wearing a green jacket and a black beanie. They are both smiling and laughing. The background shows trees with autumn foliage and a brick building in the distance.

Reducing alcohol harm will make an important contribution to helping people across Britain be happier and healthier.

2022-23 objectives: how did we do?

In our 2021-22 Annual Report and Accounts, we outlined 30 primary reportable objectives for 2022-23 and promised to report on our progress. These primary reportable objectives do not cover the entirety of our work. No objective was unsuccessful (✘), six objectives were delayed to 23-24 (⌚), and the other 24 objectives were successful (✔), achieving or exceeding their targets. As an ambitious charity we are comfortable with setting objectives that sometimes we're unable to achieve due to staffing capacity problems – these help us to better understand our future capacity requirements and guide the creation of new staff resource.

Programme/Area	2022-23 Objective	How did we do?
Research	1. Keep our Framing Research on track including establishing a high-profile Reference Group	✔ The project experienced some delays but is producing very exciting results and our Reference Group launch at the House of Lords was well-attended
Engagement	2. Develop our campaigning programme by enhancing our use of our campaigners	✔ We updated our campaigner 'journey' and provided campaigners with richer content to improve engagement
	3. Diversify the profile of our volunteers, in particular in terms of race	✔ We welcomed new Ambassadors with diverse racial and social profiles
	4. Recruit a Patron or additional Ambassador	✔ We welcomed Lord Brooke as our first Patron
Influencing Policy & Regulation	5. Influence UK Government and English local authorities to improve funding and policy around alcohol treatment	✔ We worked with over 20 local authorities to improve policy and practices on alcohol treatment and continued to strongly call for enhanced national funding through the Public Health budget
	6. Influence UK government to implement measures to increase the price of alcohol	✔ We influenced the Alcohol Duty Reform (to a strength-based system) and successfully lobbied Government to keep alcohol duty in line with inflation
	7. Influence UK government to act on marketing and labelling	✔ We kept up the pressure on Government to add health warnings to alcohol labels and shaped its no-lo descriptors project
	8. Influence police forces, Home Office, Police & Crime Commissioners and others to enforce the law on underage online alcohol sales	✔ We explored this with a number of stakeholders, published our report Delivering a Problem and identified the key barriers to further action
Information & Advice	9. Build stronger ongoing journeys for website visitors	✔ This was completed leading to better online engagement
Culture Shift	10. Plan major culture shift campaign for 2023	⌚ This wasn't progressed due to staffing capacity drops and is under review
Behaviour Change	11. Develop multi-channel marketing growth strategy for Behaviour Change	⌚ This was moved to 23-24 due to staffing capacity drops
	12. Explore project to engage hospitality industry in Dry January®	✔ We delivered a small project to grow hospitality support for Dry January®, working with UK Hospitality
	13. Try Dry® app developments including journaling and new content	✔ These major new developments were delivered on time
	14. Improve Behaviour Change year-round, with anytime email journey and better integration between Try Dry®, emails, and Facebook groups	✔ Users are now able to directly access the FB groups and email journeys from within the Try Dry® app

Programme/Area	2022-23 Objective	How did we do?
Alcohol at Work	15. Launch online learning platform for our training programme	✔ This was launched and our first training courses uploaded
	16. Increase sales of alcohol at work products and services	⌚ This was moved to 23-24 as the success of Improving Alcohol Treatment absorbed all staff capacity
Improving Alcohol Treatment	17. Recruit and train new associate trainers for Improving Alcohol Treatment	✔ This was successful, welcoming four new associates to our programme
	18. Publish new 'Blue Light' guide on Assertive Outreach	✔ The guide was launched and warmly welcomed
	19. Increase sales of Blue Light and 'safeguarding' training and consultancy	✔ Sales were considerably above budget
Enabling Priorities	20. Place the Impact project back on track	✔ This kicked off in Feb 2023
	21. Begin implementing Equality Diversity Inclusion and Belonging action plan	✔ We progressed over 50% of actions on our action plan
	22. Develop and grow Community & Challenge Events Fundraising	✔ Income exceeded budget in this area
	23. Develop and grow relationship fundraising	⌚ This was moved to 23-24 due to lack of staffing capacity
	24. Develop and grow income from corporate partnerships	✔ This was successful, hitting our ambitious income targets
	25. Develop a new Trusts & Foundations programme	⌚ This was moved to 23-24 due to lack of staffing capacity
	26. Grow income Dry January® Global by bringing at least one additional country on board	✔ We welcomed Germany and the USA to DJ Global, increasing income by £35k
	27. Develop a charity-wide marketing strategy	⌚ This was moved to 23-24 due to lack of staffing capacity
	28. Complete website structure refresh and content strategy	✔ A new navigation structure and content was delivered
Finance	29. Produce revised financial projections taking into account the total returns approach	✔ The board received updated financial projections in June 2022 incorporating the total returns approach
	30. Complete the transfer to CCLA of our investments	✔ This transfer was completed

We work for a world free
from the serious harm
caused by alcohol.



2022-23 challenges

Here we report on the most significant challenges faced by the charity from 1 April 2022 to the present.

Inflation

The rapid increase and high levels of inflation levels from April 2022 onwards had a very significant impact on our financial plans. We wanted to retain our hard-working and skilled staff team, so matched inflation in line with our policy, giving a 8.8% pay rise from April 2023: made up of a 5% consolidated increase to salaries and a 3.8% flat-rate pro rata non-consolidated payment to all staff present at the time. We also saw other costs sky-rocket, not least energy costs and many other supplies. In total, around an extra £200k was added to our cost base in 23-24 compared to 22-23, for no reason other than inflation. To raise an extra £200k requires a huge effort, given our existing deficit.

At the same time, our investment funds failed to hit their target of growing by inflation +4%, leading to us experiencing a double hit: increased costs, but reduced income from capital growth.

Policy environment

From 1 April 2022 to 31 March 2023, the UK Government continued to appear unwilling to undertake meaningful policy action to prevent alcohol harm, apart from the positive alcohol duty reform and the pegging of alcohol duty to inflation. While national policy action on alcohol harm can

be affordable, effective, popular, and make a huge positive difference to people, families, communities and wider society, we continue to struggle to persuade the Government of this, perhaps because the Government is heavily lobbied by a very wealthy alcohol industry acting in its private interests. The effectiveness of our policy work, in this context, is inevitably more limited than if the Westminster Government had a different approach and put the interests of citizens solidly above those of the alcohol industry. We also experienced, as did everyone else, the huge instability in the Westminster Government, with multiple prime ministers, chancellors, secretaries of state and public health ministers over a short period, inevitably slowing down progress further. In response, we focus a significant amount of our energy on making the case for action and building long-term support. We also support policy activity in Scotland and Wales where those Governments have had an approach to policy that appears to be based more on the needs of the population and less susceptible to lobbying from wealthy private interests.



2023-24 plans: what we will be doing

Our 2023-24 Annual Plan contains 28 objectives that we aim to deliver in the year, against our eight work programmes, our enabling priorities, and our support functions. These primary reportable objectives do not cover the entirety of our work. We will transparently report against these in next year's annual report.

Programme/Area	2023-24 Objective	What Success Will Look Like
Research	1. Complete the Framing Research	The project produces insightful results, useful outputs and has sector-wide buy-in
	2. Complete the New Horizons research programme	All four projects deliver meaningful results and the programme delivers collective impact
Engagement	3. Develop our campaigning programme	Much stronger, clearer, visually powerful and more effective campaigner journeys and actions in place. Develop paid and organic acquisition, aiming for at least 4k people
	4. Develop Community Champions programme	Increase total numbers and diversity of Community Champions, capped at 100. Increase activity rate of Community Champions to at least 30% per annum, including especially income generation activities
Influencing Policy & Regulation	5. Campaign to lift the Equality Act exclusion on alcohol dependence	More Ministers, Shadow Ministers, MPs and civil servants have heard about the importance and feasibility of this
	6. Build support for alcohol pricing increases	New alcohol duty regime in place; increased support for MUP across Labour and Conservative parties
	7. Agree policy statements	We have in place agreed charity-wide policy positions in at least five policy areas
	8. Influence alcohol labelling including descriptors for AF drinks	A sensible consultation is launched on AF drink descriptors; Labour Party confirms its commitment to mandatory alcohol labelling
Information & Advice	9. Deliver Alcohol Awareness Week 23	Achieve targets and experiment with tracking impact
	10. Create and implement content plan	Main gaps have been prioritised and engaging new content has been created, including considering greater use of video
Culture Shift	11. Enhance our culture shift work	Integrate it into our other work and put in place methods for tracking activity and monitoring progress
Behaviour Change	12. Sell Local Authority packages	Bring on board at least three Local Authorities and income of at least £30k
	13. Marketing plan in place to further develop social media and media activity	Ensure UK sign-ups for Dry January® 24 at least match Dry January® 23; experiment with new methods, approaches and messages
	14. Complete Try Dry® app developments	Deliver agreed developments, ensuring moderation remains visibly supported

Programme/Area	2023-24 Objective	What Success Will Look Like
Alcohol at Work	15. Develop and implement new marketing plan	Re-engage previous clients, confirm product mix, ensure all channels in place
	16. Increase sales of training	Consider accreditation and ensure impact monitoring is place
Improving Alcohol Treatment	17. Continue to grow the service	Secure a strong pipeline
	18. Publish new 'Blue Light' manuals	Publish the new editions of the BL 'manuals'
Enabling Priorities	19. Impact project progressed	All eight programmes have Theories of Change and Monitoring Frameworks in place
	20. New strategy in place	A great new strategy has been developed and agreed with strong buy-in from the board and staff team
	21. Progress the equality diversity inclusion and belonging action plan	Over 80% of current actions complete by year end
	22. Develop Events Fundraising	Grow challenge fundraisers by 30%, community fundraisers by 50% & income to £110k
	23. Improve individual giving	Grow income by 40%, new cash donors by 30%, cash conversion to 20% and integrate fundraising messages into other communications
	24. Develop corporate partnerships	Secure at least £107k through a new alcohol-free wine corporate partner and new packages
	25. Grow in memory and legacy activity	Secure at least two pledges and develop in memory giving
Marketing & Communications	26. Develop marketing plans for key products and programmes	Marketing plans have the support of programme managers, are creative, deliverable and within budget
	27. Create the framings project communications plan	A clear plan for (a) changes to ACUK's messaging, (b) ongoing influencing of other organisations and commentators
Finance	28. Produce financial projections for the new strategy	Board and executive have confidence in the financial strategy and in future scenarios

What we did: our activity 2022-23

Alcohol harm is complex and requires a sophisticated, holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes as shown on page 3. The following pages summarise the activities and impacts of our eight work programmes during the year 2022-23.



1. Research and innovation

Alcohol harm is a topic rife with opinions, many of them poorly-informed or based on outdated 'myths' or half-truths. Research and evidence are essential if we are to ensure that action to reduce alcohol harm is effective. We are committed to an evidence-based understanding of alcohol harm and of how to reduce it.



Highlights

- During 22-23 we continued to fund our major project on the Framing of Alcohol Harm looking at the foundational question: how should we talk about alcohol harm if we want to shift public attitudes?
- To support this project on Framing, we established a Reference Group made up of diverse experts from the fields of communications and alcohol harm chaired by Baroness Hayter.
- In March 2023 we ran our online national conference, 'Opening Doors: ensuring access for all to alcohol support', attended by around 200 people. 82% of those who gave feedback rated the event as 'good' or 'very good'.
- During 22-23 we also continued to support our four innovative New Horizons projects as they near their completion. All four projects focus on particularly under-researched communities and groups.

2. Engagement

Alcohol Change UK is made up of more than its staff team and board. It is also the many thousands of people from all walks of life who come together to end alcohol harm. Engaging with people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.



Highlights

In 2022-23 we:

- Published 17 stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking.
- Grew our Community Champions programme, welcoming 36 new volunteers to take our total number to 83 and involving them in all kinds of tasks, from writing alcohol-free drinks reviews to telling their stories in Parliament.
- Recruited and welcomed 3,071 new campaigners to the charity, who know that changes to government policy will reduce alcohol harm faster and further.
- Welcomed seven new Ambassadors (Adrian Chiles, Fiyaz Mughal, Jay Motty, Daniel James Henry, Michael Sargood, Michael Singh, Yasmin Spark) and a new Patron (Lord Clive Brooke).
- Our Community Champions and Ambassadors contributed the equivalent of £9,289 in volunteer time between them during the financial year.
- Our supporters took over 500 actions such as tweeting the Treasury about duty ahead of the budget, emailing their MP, taking on fundraising challenges and spreading awareness of our campaigns and behaviour change work.

3. Policy and influencing

National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with governments and praise them when they show leadership on an issue, while being unafraid to tell them when we think they are making a mistake or failing to act.



Highlights

- We worked successfully with the Treasury to keep alcohol duty in line with inflation in the Spring Budget and to deliver the alcohol duty reforms in Aug 23.
- We supported the Department of Health and Social Care's in shaping its consultation on 'alcohol-free' descriptors.
- We held meetings with the Government and the Shadow front bench on the shameful fact that people with alcohol dependence are excluded from the disability protections of the Equalities Act.
- We held two All Party Parliamentary Group meetings and events: on the Equalities Act (Nov 22), Alcohol Pricing (Mar 23).
- There were over 16,500 visits to the Policy Insights on our website (themed briefings on a range of policy topics).

4. Culture change

Drinking problems are, largely, socially and culturally determined. This means that they are hugely affected by 'the world around us', which is one of the reasons why different countries have such different levels of alcohol problems (despite all containing the same species of human). We humans like to believe that everything we do is a matter of personal choice, but of course the environment in which we find ourselves has a massive impact on the choices open to us and on how we behave. Alcohol Change UK works to shift not just the policy and economic environment (section 3 above) but also the cultural and social environment (this section). In particular we seek to work with the media and social media to communicate two vital messages:

1. Not drinking alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone's choice to not drink alcohol on any occasion for any reason.
2. Anyone can develop a drinking problem. Having some level of alcohol problem, whether as a drinker or as an affected family member is common and normal, occurs on a spectrum (is not a binary), and is certainly not limited to a small group of severely dependent drinkers (sometimes referred to as 'alcoholics'). In the UK For every 6 severely dependent drinkers, there are 100 hazardous and harmful drinkers. Drinking problems are not caused by people's 'personal weakness' and they must never be stigmatised. Stigma kills.



1. Not drinking alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone's choice to not drink alcohol on any occasion for any reason.

Highlights

- Alcohol Change UK was mentioned over 1,400 times in the UK media in 2022-23 (2021-22: 2,200; 2020-21: 1,005; 2019-20: 678), including 'culture change' messaging across many of these.
- Our Alcohol Change UK Instagram account had 17,128 followers by 31/3/2023 (31/3/2022: 12,600; 31/3/21: 5,600; 31/3/2020: c.3,000; 31/3/19: c.450).

5. Information and advice

People across the UK want independent, honest information about: the effects of alcohol, what constitutes a problem, how to deal with your own drinking problem or that of a family member, and what support is available and how to access it. Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm. We also reach outwards, using social media, conventional media and our campaigns like Dry January® and Alcohol Awareness Week to share information more widely, reaching people where they are and signposting people to help if they need it.



Highlights

- We have continued to see subscriber numbers grow for our new email journey for people completing our AUDIT tool and leaving their email address, allowing us to offer more support to this important cohort of people.
- Over 73k people completed our AUDIT tool, a validated tool allowing people to assess their drinking risk (2021-22: 80k; 2020-21: 115k; 2019-20: 56k; 2018-19: 28k) of whom over 7.3k signed up for ongoing information emails, bringing the total to 24.2k since 2019 (2021-22: 7.4k; 2020-21: 7.0k; 2019-20: 2.5k).
- Total website traffic in 22-23 was 1.35m (2021-22: 1.3m; 2020-21: 1.5m; 2019-20: 1.0m; 2018-20: 0.6m).
- They were 257k visits to our factsheets in 22-23 (2021-22: 293k; 2020-21: 360k; 2019-20: 220k; 2018-19: 85k).
- Over 140k people used our alcohol unit calculator in 22-23 (2021-22: 106k; 2020-21: 103k; 2019-20: 61k; 2018-19: 20k).
- There were over 74k visits to the 'Get help now' section of the website in 22-23 (2021-22: 98k; 2020-21: 121k; 2019-20: 54k; 2018-19: 19k).
- Alcohol Awareness Week was not held in financial year 22-23 as it was moved from Nov 21 to Jul 23.

6. Behaviour change

Our behaviour change programme is a series of innovative digital tools that help people to regain control of their drinking. This can be by trying specific 'challenges' – Dry January®, Sober Spring and others – or through downloading the Try Dry® app at any time of year. The primary target group for this programme is heavy, habitual drinkers who want to try to take control of their drinking themselves. We help tens of thousands of drinkers a year, intervening before people need more expensive therapeutic support. While drinking problems are much more complex than simply 'personal choice', our behaviour change programme empowers people to

take control of their relationship with alcohol.



Highlights

- 175k people signed up for Dry January® 2023, our record level of sign-ups (21-22: 131k, 20-21: 130k, 19-20: 97k, 18-19: 75k).
- The Dry January® campaign also ran in France, Switzerland, Germany and the USA, helping people in those countries to benefit from the campaign.
- Major improvements to our Try Dry® app included Journaling, a new multi-view calendar, new Wellbeing scores, and a new 'More' section with vital content.
- 81% of official Dry January® participants feel more in control of their drinking by the end of January.
- Official Dry January® participants see a significant drop in their average drinking risk score (AUDIT-C), from 8.2 at the start of January to 6.3 by July (-1.7), whereas the change in the general population (not taking part in any form of dry month) over this same period is from 5.8 to 5.6 (-0.2). (The lower your AUDIT-C drinking risk score, the better.)
- For those who used Try Dry® for five months, average alcohol consumption dropped from 31.5 units per week in Jan to just 4.7 units in May, an average reduction of 85%.
- We welcomed Medway Council as the first local authority to make Try Dry® its app of choice for heavy drinkers, year-round.

7. Alcohol at work

Our work to create healthier drinking cultures happens not just through national and community cultures but also through workplaces. After all, workplaces are mini cultures. Ensuring a healthy approach to alcohol at work can improve wellbeing, safeguarding, inclusivity, productivity and employee engagement. We offer a wide range of services and support.



Highlights

- In 22-23, we experienced huge growth in our Improving alcohol treatment programme (see 8 below). As both programmes (Alcohol at work and Improving alcohol treatment) are delivered by the same team, we found ourselves unable to prioritise this programme. This has now been addressed through adding new posts to both programmes.
- We had 11 clients in 22-23 (21-22: 26; 20-21: 16).
- We had income of £9k in 22-23 (21-22: £45k; 20-21: £13k; 19-21: £7k).

8. Improving alcohol treatment

The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and mutual aid/peer support services such as Alcoholics Anonymous and SMART Recovery. The fire service, police officers, paramedics, housing services, mental health services, employment advisors and social services also come into frequent contact with people with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support people with the most serious and chronic alcohol problems, who often have multiple needs. The Blue Light approach is holistic, multi-disciplinary, assertive, and puts people first. It shows how to engage with these people and reduce the harm that they experience. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.

Highlights

- We published our *Assertive Outreach Handbook* in February 2023.
- We created 2 new training courses: Practical Harm Reduction for people who drink; Cognitive Impairment in dependent drinkers.
- We welcomed 3 new associates: Andrew Harvey; Scott Woolley; Irwin Edgehill.
- We worked with over 50 local authorities, 10 NHS trusts and many other treatment providers to deliver a total of 220 training courses (21-22: 93 courses; 20-21: 75 courses) which between them were attended by 5,460 people.
- 96% of delegates on our training courses rate them as 'excellent' or 'very good'.
- We generated £249k in income (21-22: £118k; 20-21: £68k).



Change is possible.
Let's create that change.

2022-23 overview

2022-23 was year four of our five-year financial strategy. That strategy aims to achieve long-term financial sustainability by diversifying and growing income streams while keeping expenditure under control and keeping reserves as high as possible.

Income grew again in 22-23 (shown in pink in the 'Overview, 2019-23' chart) by £216k compared with 21-22, while expenditure dropped by £214k (shown in orange) compared with 21-22. Our operating deficit before capital gains and losses on investments (shown in yellow) for 2022-23 was £604k, £430k smaller than last year (21-22: £1,034).

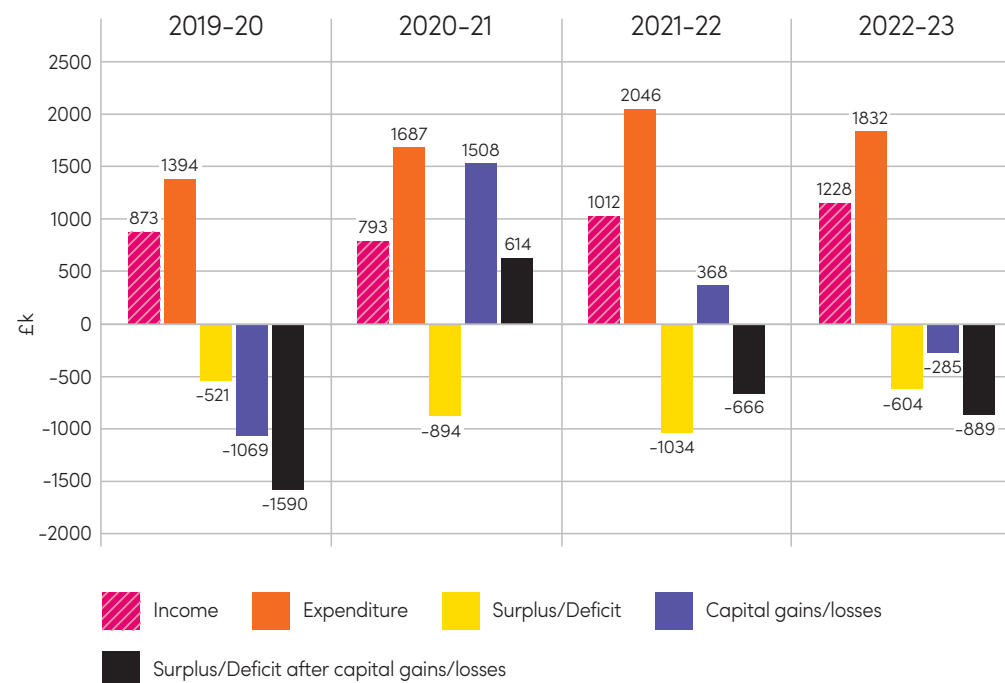
This £430k reduction in our deficit compared to last year is almost entirely accounted for by the fact that in 21-22 our main office was revalued £451k lower, a one-off impairment which had to be treated as 'expenditure'. This was not repeated in 22-23. If we adjust for this, expenditure was £237k higher in 22-23 (£1,832k) than in 21-22 (£1,595k).

Continuing to set aside that one-off drop in our office property valuation in 21-22, which significantly skews the figures, the underlying deficit that year was £583k, very similar to the £604k deficit this year (22-23). The underlying picture, therefore, is of income (up £216k) and expenditure (up £237k) increasing by similar amounts between 21-22 and 22-23, leaving the deficit at roughly the same level.

The chart 'Overview, 2019-23' also highlights the significant volatility in our investment gains/losses (shown in lilac), especially between 31 March 2019 and 31 March 2021, when a £1,069k loss swung to a £1,508k gain over two years, due to the COVID-19 stock market shock and subsequent recovery. In the last two years, the fluctuations have been less extreme but we still saw a fairly big negative net swing from 31 March 2021 to 31 March 2023 of £653k (from a £368k gain in 21-22 to a £285k loss in 22-23).

The net effect of all these figures is shown when these capital gains/losses (lilac) are combined with the operating deficit after the capital gains/losses (dark grey). In three of the past four years we've made a net loss. If we had made a steady £500k capital gain in each of those years, and if we hadn't had the one-off property impairment in 21-22, we would more or less have broken even in all years except 20-21, the year of our New Horizons grant programme.

Overview 2019-23



Income

Total annual income in 22-23 (excluding investment gain/losses) was £1,227,664 (21-22: £1,011,647; 20-21: £793,224; 19-20: £872,831). This is an increase of £216k compared to 21-22. Income grew by almost the same amount, £218k, from 20-21 to 21-22.

The 'Income 2019-23' chart shows how the make-up of our income has changed over the four years of our financial strategy to date, leaving aside the capital changes in our investments but including the income received from those investments (lilac). From year one (19-20) to year four (22-23), total investment income dropped by £93k (19.3%) but income from other sources grew by £461k: donations and legacies (pink) grew by £111k (144.2%) and from charitable activities (orange) by £350k (119.5%). In 22-23 on the advice of our auditor we recategorised our Dry January® Global income from 'Other trading' (yellow) to 'Charitable activities' and restated the comparative figure for 21-22. We haven't adjusted the historic figures for 19-20 and 20-21 which is why 'Other trading' appears to fall.

Investment capital values are not shown on the 'Income 2019-23' chart. We experienced a £381k fall in the value of our investment portfolio in 22-23, but a £96k rise in the value of our investment property, leading to a combined investment loss of £285k. Changes in the value of our investments, as well as in the income from them, are largely

driven by circumstances outside of our control – Brexit, the pandemic and inflation – which strongly justifies our strategy of diversifying income streams.

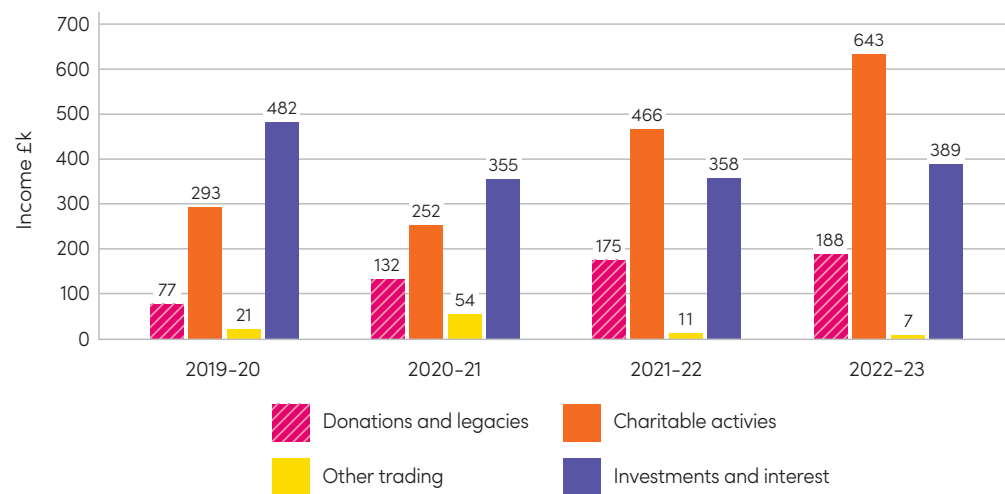
Spending

Total expenditure in 22-23 was £1,832k (21-22: £2,046k; 20-21: £1,686k; 19-20: £1,394k), a decrease of £214k on last year. This decrease was largely driven by the fact that last year (21-22) we experienced a one-off £451k loss in the book value of our office property which had to be shown as expenditure. (We did not sell our office). This is shown in lilac on the 'Expenditure 2019-23' chart, which also shows how expenditure has changed over the past four financial years, by category.

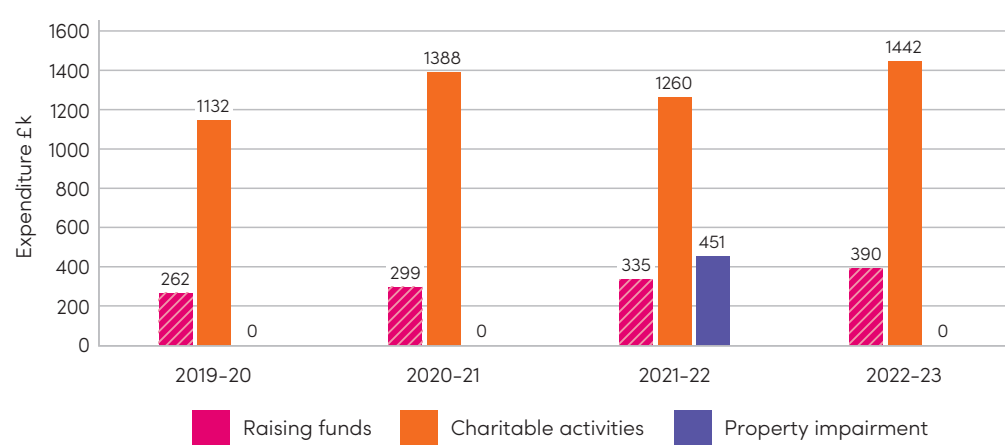
The higher expenditure on charitable activities in 20-21 was mainly due to the New Horizons grant programme. The higher expenditure on charitable activities in 22-23 was primarily due to additional programmes staff. Expenditure on charitable activities made up 79% of total spend in 22-23 (21-22: 62%, 20-21: 82%, 19-20: 81%).

Note that expenditure on 'raising funds' includes the cost of managing our investments and our investment property, not just the costs of fundraising activity.

Income 2019-23



Expenditure 2019-23



Property

The charity owns both the office that we occupy (ground floor) and an investment property (basement and terrace) that we rent out. The investment property was revalued in Mar 2022 at £191k lower than the previous valuation because the sub-lease was ending in Aug 2022. However, in Oct 2022 we welcomed a new tenant on a five-year lease at an index-linked rental income starting at £38k per year (plus service charges). As a result our investment property was revalued upwards again by £95,625 on 31 Mar 2023. Our desktop valuation of the charity's office indicates this has not changed from 31 Mar 22 to 31 Mar 23.

Investment income and value

Income from our investment portfolio was £350,065 (21-22: £304,901; 20-21: £305,407; 19-20: £430,507) which constituted 28.5% of our total income (21-22: 30%; 20-21: 39%; 19-20: 49%). The value of listed investments at 31 Mar 2023 was £8,684,354 (31 Mar 2022: £10,522,409; 31 Mar 2021: £10,517,112; 31 Mar 20: £10,109,280) excluding cash. We sold £1m of our portfolio in Feb 23 to transfer it into accessible cash, to service our cash needs over the coming 18 months and to insulate that portion of our funds from stock market volatility. Income from our rental (investment) property was £31,752 (21-22: 44k) as the property was vacant for part of the year.

Investment management

Our investment policy and investment management arrangements were completely overhauled in 2021. The board reviewed our investment policy, strategy, and ethics; and retendered the management of our investments. In Jun 2021 we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. The aim is to at least maintain the real value of our assets while funding annual expenditure from the fund of 2.5% to 4.0% per annum. Having discussed the charity's reliance on public support, the Board decided to move beyond the previous approach (avoiding investing in alcoholic drinks and tobacco) and to avoid investments in any company with over 5% of its income from:

- Tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing and intensive farming.

Finally, the board agreed to retender its investment management, in line with good practice, as this had not been done for ten years. As a result of that exercise, the board agreed in Sep 2021 to appoint

CCLA to manage its investment funds. The transfer process from Investec to CCLA was completed by Aug 2022.

Reserves policy

Context

Our total reserves at 31 Mar 2023 were £11,725,052 (£11,723,852 unrestricted and £1,200 restricted). Our 'free' reserves at 31 Mar 2023 were £9,855,483 (31 Mar 2022: £10,846,172; 31 Mar 2021: £10,848,306; 31 Mar 2020: £10,212,984), defined as unrestricted reserves less designated funds and funds tied up in fixed assets. We use a risk-based approach to set our reserves policy. Our current high level of reserves relative to our expenditure is a function of our unusual financial situation and unusual financial risks. Following the merger in Apr 2017 between Alcohol Research UK and Alcohol Concern, we became a larger, more resource intensive and more impactful charity with impact-related expenditure that significantly exceeded income. We are following a sustainable strategy to grow income faster than we grow expenditure, to reduce this deficit. We are currently running planned deficits, funded from our reserves, which allow us to:

- invest in fundraising growth in order to diversify and grow income with a view to breaking even in the medium-term,
- continue to deliver a significant reduction in alcohol harm, growing our full range of vital programmes to achieve our charitable purposes and strategy.

This major investment in fundraising growth sees Alcohol Change UK transitioning from its previous 'endowment-type' model (in which investment capital was retained, investment income was spent on research grants, and our impact could never increase) to an income generation model in which investment income forms just one of a more diverse range of income streams, enabling us to grow our total income in time and so have much greater impact.

Policy

During this transition period it is our policy to hold a high level of reserves in order to deliver impact, invest in income growth, service our deficits and generate a good level of investment income and capital growth. However, this reserves policy is undergoing a major review, with the board considering reducing the level of reserves to enable us to invest in faster income and impact growth. By supporting us financially, stakeholders and supporters both reduce alcohol harm faster and enable us to reduce our reserves more rapidly.

Future financial plans

In the period Jun 23 to Mar 24 the executive team and board of trustees are developing a new strategy for Alcohol Change UK for the period 2024-29. As part of this, we will create a new financial strategy to work alongside our main charitable strategy, to ensure we have the resources to deliver on our ambitions. It is proposed, as part of that financial strategy, to invest confidently towards a breakeven position within the lifetime of the strategy, i.e., by Mar 2029.

Going concern

The board has assessed the charity's ability to continue as a going concern for the foreseeable future. We have considered a wide spectrum of internal and external risks, including external shocks, operational plans, budgets, and financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.



How we are run

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of 12 trustees (at 30 Oct 2023) and employ a professional staff team of 28 (at 30 Oct 2023) to deliver our work. We engage with thousands of other people who support the cause of reducing alcohol harm.

Our purpose and public benefit

Our objects (our official charitable purpose as set out in our governing document) are 'The reduction of alcohol-related harm to individuals, families and communities.' We work for a society that is free from the serious harm caused by alcohol. We prioritise the reduction of alcohol harm in the UK although our objects do not limit us to working only in the UK.

We actively refer to the Charity Commission's guidance on public benefit when reviewing the charity's strategy and aims, in planning activities and in making any grants. Alcohol Change UK exists to benefit the wide public by undertaking charitable activities which help to reduce alcohol harm for people across the UK. This covers many millions of children and adults in the UK. We also benefit broader society, for example by campaigning to implement policies which reduce the societal costs of alcohol harm, which are estimated to exceed £27bn in the UK each year. Our charitable activity is diverse, reaching a

broad public audience, not least the Dry January® campaign and our engaging and accessible public-facing website.

One of our charitable activities is making research grants to other institutions and individuals. Our grant programmes are carefully designed to deliver public benefit. We make the research findings publicly accessible through our website and require that research published in academic journals is made, as far as possible, publicly available through the open access scheme. Any benefit, whether financial or to their career or reputation, received by researchers or research institutions through our grants, is strictly co-incidental to the purpose of our grants. We do not make grants with the aim of delivering any such private benefit.

Our values

We seek to live by and hold ourselves accountable against these three values, every day:

Truthful.

We seek and tell the truth.

Compassionate.

We care deeply about everyone seriously harmed by alcohol, whoever they are.

Ambitious for change.

We are optimistic and determined.

Governance and leadership

Board

We are governed by a board of trustees who are all volunteers and who, collectively, have expertise in health communications, charity finance, senior management, income generation, commissioning services, marketing, and academic research. Many of them have professional expertise in alcohol issues and/or personal experiences of alcohol harm and all of them are deeply committed to reducing alcohol harm. The trustees set the overall direction and strategy of Alcohol Change UK and appoint the chief executive officer. They support and challenge the chief executive officer and monitor the charity's performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members. The board regularly assesses itself against the Code of Good Governance and works to constantly improve its performance. Full board meetings occur four times a year.

Membership of the board

Our memorandum and articles of association (our legal governing document) allow a maximum of 15 trustees at any one time. On 1 Apr 2022 we had ten trustees. During the year, three new trustees were recruited and three stepped down, so on 31 Mar 2023 we had ten trustees. Since the financial year-end four more trustees have been appointed and one has stood down, so we currently

(at 30 Oct 2023) have 12 trustees. Trustees may serve a maximum of three terms, the first of which will be randomly set as three or four years (to stagger term lengths when recruiting multiple trustees at one time), with subsequent terms always three years. The charity has 'members', who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

Recruitment, induction and development

Trustees are recruited using an open recruitment process. Vacancies are widely advertised and we work hard to broaden the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, a full induction pack of key documents, and a training session on the roles and duties of trustees. Trustees are also offered opportunities for ongoing learning and development, both through collective sessions provided to the board as a whole and through a budget enabling individual trustees to access training and attend conferences.

Sub-committees

During the year we operated four sub-committees which support and challenge the executive team in more depth than is possible at full board meetings.

Sub-committees do not generally have delegated decision-making powers but may recommend a course of action or a decision to the full board. The exception to that is that sub-committees may take decisions to approve certain operational policies, to prevent such policies leading to excessively heavy full board meeting agendas, while ensuring that the full board retains control of certain key policies, e.g. investment policy.

- The *research and policy* sub-committee oversees our research programme, grant awards, policy positions and priorities, and influencing activity.
- The *impact and income development* sub-committee oversees fundraising, communications, behaviour change and consultancy and training.
- The *finance, audit, investment and risk* sub-committee oversees finance, audit, risk, facilities and investment.
- The *governance and people* sub-committee oversees governance and HR matters, including leading on trustee and CEO recruitment.

Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the board of trustees and the responsibility for implementing strategy and for day-to-day management is delegated to the chief executive. The chief executive in turn delegates authority to their team and through them to individual budget-holders

and team members. This is all set out in a detailed delegation of authority policy which is regularly reviewed.

Executive team

An executive team is formed by the chief executive officer, if they wish, in order to advise them and to ensure different teams across the charity are working as a coordinated single team. At 30 Oct 2023, the executive team consisted of seven staff: the CEO, Director of Wales, Director of Research and Public Affairs, Director of Fundraising & Engagement, Director of Marketing and Communications, Head of Finance and Head of Office, People and Governance.

Staffing

At 31 Mar 2023 the charity employed 19 staff and at 30 Oct 2023 we employed 28 staff. All staff are supported to develop personally and professionally, and we work hard to develop and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.

Pay policy

Alcohol Change UK implemented a new, fairer and more transparent pay and grading policy in 2019 which introduced defined pay grades and pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). Pay levels are benchmarked against similar roles for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay in the middle of the benchmarked range. A full benchmarking exercise was undertaken in May to June 2019. Staff are paid according to the grade of their post, and posts are graded according to a published job evaluation system. There are five pay points within each grade and staff are paid based on their pay point, which is reviewed annually by the CEO in liaison with their line manager, based on market demand for the post, a mini-benchmarking exercise for each post, and the post-holder's improvement in knowledge and skills. Annually, the Board determines whether salaries should be adjusted to reflect changes in the cost of living with reference to the published February rate of the consumer prices index including housing (CPI-H). Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries.

Chief Executive Officer's pay

The CEO, like all staff, generally receives a cost of living increase annually, based on the rate of CPIH that applies in February

each year, and applied from the 1 April following, but the trustee board reserves the right not to award this (i) in circumstances of financial concern where awarding the inflationary uplift would not be in the charity's interests, (ii) where the CEO's performance is being managed with a view to improvement or is subject to a disciplinary process, or (iii) for any other reason, at the board's discretion.

It is the board's policy to pay its Chief Executive in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for similar posts, and (v) practical issues such as the hours worked and the location of our head office. The Governance & People sub-committee benchmarks the CEO's pay against the ACEVO salary survey. Given the national profile of the charity, not least the Dry January® campaign and our role in national policymaking, the considerable assets, complexity and relationships managed, and our London Head Office, we currently benchmark against the upper quartile of charities with an income of £5m-£9.99m and we generally seek to ensure that CEO pay is within a range no less than 3% below and no more than 3% above that. In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance, the charity's financial context, and other relevant matters. It makes a

recommendation to the full board. The board retains absolute discretion to set CEO pay outside these limits and to accept, amend or reject the sub-committee's recommendations.

The CEO's pay was last reviewed in Apr 2022. During 2022-23 the ratio of the chief executive's salary to the median salary within the charity was 2.4:1 (21-22: 2.3:1; 20-21: 2.2:1) and the ratio to the lowest salary within the charity was 4.3:1 (21-22: 4.1:1; 20-21: 3.6:1).

Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts on the meeting agenda.

Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who care passionately about reducing alcohol harm. We consistently listen to them on a wide range of matters, through large-scale surveys, listening exercises, and in-depth pieces of advice on specific issues.

We also established, in 2019, a new Expert Advisory Panel. This is a standing panel of experts in a range of areas and is used by

both our board of trustees and staff team to ensure we are well-informed on key issues. It currently contains people with academic expertise and people with personal experience of alcohol harm and we will be expanding the panel over time to include expertise in other areas including the commissioning and provision of alcohol treatment.

Thirdly, as a charity we access professional advice as needed, for example from lawyers, HR advisors, digital experts, experts in race equalities, and so on.

Diversity equality and inclusion

One of our three core values is compassion: caring about everyone who might suffer from alcohol harm, whoever they are. Equality and inclusivity are therefore central to who we are. We believe that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion. And we want everyone who works for the charity to feel as though they belong.

We have made positive efforts to diversify both our board and staff team over the past year. A confidential 2022 staff survey showed our workforce to be more diverse than the general population in terms of religion, ethnicity, and sexual orientation but less diverse on age and (dis)ability. We also employ many more women than men. A similar 2022 survey of our board showed that in most areas monitored, ACUK's board

is less diverse than the general population with an over representation of trustees in the age brackets 35-44 and 65+.

All staff and trustees have been offered training in unconscious bias and anti-racism. We have in place both a dynamic and well-considered anti-racism action plan and a broader equality, diversity, inclusion and belonging action plan and are actively implementing these plans and holding ourselves accountable for progress against them. These include accepting the historic role of organisations like ours in perpetuating inequalities and discrimination, and the need for fundamental change if we are to live up to our values and be genuinely anti-racist.

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We engage with thousands of other people who support the cause of reducing alcohol harm.





Managing risk

As a charity, we do not seek to avoid risk. We focus on impact and seek opportunities for change, while understanding what risks we might face and how best to manage them. In 2019-20 we adopted a new, robust approach to risk management, accompanied by a comprehensive and dynamic risk register. Risks are classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. Our executive team considers whether any new risks have emerged at least once a quarter and reviews all risks in full annually. Each sub-committee undertakes a full review of the risks within its remit annually, and the full board reviews the full register annually. The overall process of risk management is overseen by the finance, audit, investment, and risk sub-committee.

Our key risks

The register was fully reviewed and approved by the board at its meeting on 19 Jun 2023. The register contained 3 A-level risks, 30 B-level risks and 23 C-level risks: a total of 55 risks at level C or above. The table shows the three highest scoring risks.

The table shows the three highest scoring risks.

Risk	Impact/5 (19 Jun23)	Probability/5 (19 Jun23)	Total Score (19 Jun23)	Mitigation actions in place or planned	Update: 30 Oct 2023
We might lack a viable and realistic plan to reduce deficits quickly enough.	4 (Serious)	4 (Probable)	16	Planned: Create a financial strategy that aligns with our charitable strategy Sep-Dec 23 and sign off in Mar 24.	The board has indicated general support for using some of our reserves to properly invest in fundraising. If this approach is agreed, our deficit will likely be removed within the next strategic period (by 2029). Risk score unchanged at 30/10/23.
Having an 'all white' board of trustees might mean that we fail to deliver effective alcohol harm reductions for the communities we seek to support.	4 (Serious)	5 (Certain)	20	In place: Ensure the board receives inputs from a diverse executive team and diverse ambassadors and community champions. In place: deliver anti-racism training for the full board and ensure anti-racist thinking is present in board discussions. Planned: Actively recruit additional new trustees with knowledge and insight of racially diverse communities.	After successfully recruiting four new trustees who all bring distinct knowledge and insight from racially diverse communities, we no longer have an 'all white' board. Nonetheless it is imperative that we avoid any complacency, continue to work on anti-racism and stay aware of our individual and collective biases. Risk score reduced to 4x3=12 (-6) at 30/10/23.
The Dry January® trademark might be contested and not associated with Alcohol Change UK, leading to fewer people benefitting from the real Dry January® campaign and failing to cut back their drinking long-term.	4 (Serious)	3 (Moderately likely)	12	In place: Use specialist trademark lawyer; emphasise ACUK ownership of DJ in all external comms; in marketing draw a super-sharp distinction between doing DJ and just going dry alone in January.	We have appealed an objection to our use of the Dry January® trademark and expect to hear the outcome of that shortly. The board has indicated general support for using some of our reserves to increase marketing spend on Dry January®, growing public understanding of the campaign as an intervention delivered by Alcohol Change UK. Risk score unchanged at 30/10/23.

Compliance

Safeguarding

We take our responsibility to provide a safe workplace extremely seriously. We work very hard to offer a positive, warm, and friendly working environment, with a clear policy supporting any staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website, through contact with staff or trustees, or through the Try Dry® app and Dry January®. All staff and board members are DBS checked. Relevant website content is accuracy-checked prior to publication. Our Try Dry® app and broader Dry January® messaging contain repeated messages that anyone who experiences symptoms of alcohol withdrawal should not stop drinking suddenly and should seek immediate medical attention. We have had no reports of any medical emergencies resulting from Dry January®, but we work to continually enhance our messaging to reduce such risks further.

Data protection

We had 0 reportable data incidents during the 2022-23 financial year. We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually and on cyber-security multiple times a year. Clear processes are in place and frequently communicated.

Fundraising

In 2022-23, we had 0 fundraising complaints. We pride ourselves on very high fundraising ethics. We know that many people actively want to reduce alcohol harm, faster, for more people. We make it as easy as possible for people to do so, in the ways that work best for them. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource to fundraising agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their will. We do not currently undertake telephone, door-to-door or face-to-face fundraising, but should we do so in future, would ensure we have robust policies in place to protect any vulnerable person we encounter. Any postal and email fundraising appeals are limited; and are only sent to contacts who are existing supporters and/or where we have full permission to contact. We are members of the Fundraising Regulator and work within the Code of Fundraising Practice.



Grantmaking

As members of the Association of Medical Research Charities during 2022-23, we seek to adopt the highest standards of research grant-making. Grants over a certain value are only awarded after a thorough assessment process, generally including advice from members of our Expert Advisory Panel, with a process overseen by our research and policy sub-committee and with ultimate decisions made by our full board of trustees. Smaller grants can be made by executive team members within agreed limits in line with our delegation of authority policy. The payment of grants is linked to project milestones and we carefully assess the progress of research projects before releasing funds. Projects that are not progressing to plan can and do have their payments delayed or withdrawn. We also support our grant holders wherever possible to anticipate and resolve problems as early as possible.

Memberships

During the financial year, we were members of the Association of Medical Research Charities, Charity Comms, the National Council for Voluntary Organisations, Euro-care (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance.

Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity 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 and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which 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 in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity'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 regulations made under the Companies Act 2006 and the Charities Act 2011. 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 30 October 2023 and signed on their behalf by



Isabelle Szmigin,
Chair of the Board of Trustees

Report of the independent auditors to the members of Alcohol Research UK

Opinion

We have audited the financial statements of Alcohol Research UK (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard

applicable in the UK and Republic of Ireland'; 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 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 the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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 take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102), Charity SORP and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquiries of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the design effectiveness of the controls in place to prevent and detect fraud;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb

Susan Plumb ACA
(Senior Statutory Auditor)

14 December 2023

for and on behalf of:

Haines Watts
Chartered Accountants & Statutory
Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Re-stated Unrestricted £	Restricted £	2022 Re-stated Total £
Income from:							
Donations and legacies	2	188,209	–	188,209	174,550	–	174,550
Charitable activities:	3						
Research and innovation		–	60,374	60,374	100	67,138	67,238
Policy and influencing		14,366	51,318	65,685	19,074	57,067	76,141
Culture change		–	39,243	39,243	–	43,639	43,639
Information and advice		–	–	–	100	–	100
Behaviour change		219,326	–	219,326	115,869	–	115,869
Improving alcohol treatment		249,074	–	249,074	117,957	–	117,957
Alcohol at work		9,194	–	9,194	45,102	–	45,102
Other trading activities	4	7,443	–	7,443	11,424	–	11,424
Investments	5	388,752	–	388,752	358,345	–	358,345
Other		364	–	364	1,281	–	1,281
Total income		1,076,728	150,936	1,227,664	843,803	167,844	1,011,647
Expenditure on:							
Raising funds:							
Donations and legacies		367,204	–	367,204	283,959	–	283,959
Investment management costs		22,804	–	22,804	51,195	–	51,195
Charitable activities:							
Research and innovation		169,675	65,141	234,815	168,925	69,541	238,466
Engagement		123,310	–	123,310	85,165	–	85,165
Policy and influencing		135,082	49,253	184,334	153,073	57,986	211,059
Culture change		46,318	36,542	82,860	19,480	39,117	58,597
Information and advice		82,009	–	82,009	79,216	–	79,216
Behaviour change		447,017	–	447,017	357,572	–	357,572
Improving alcohol treatment		238,583	–	238,583	115,523	–	115,523
Alcohol at work		49,020	–	49,020	113,859	–	113,859
Other expenditure:							
Impairment cost	14	–	–	–	451,002	–	451,002
Total expenditure	6a/6b	1,681,022	150,936	1,831,958	1,878,969	166,644	2,045,613
Net (expenditure)/income before gains/(losses) on investments		(604,294)	–	(604,294)	(1,035,167)	1,200	(1,033,967)
Net (losses)/gains on investments	16	(381,067)	–	(381,067)	559,303	–	559,303
Gain/(loss) on revaluation of investment property	17	95,625	–	95,625	(191,000)	–	(191,000)
Net (expenditure)/income for the year	9	(889,736)	–	(889,736)	(666,864)	1,200	(665,664)
Reconciliation of funds:							
Total funds brought forward		12,613,588	1,200	12,614,788	13,172,004	–	13,172,004
Prior Year Adjustment to funds brought forward (Note 1)	20a	–	–	–	108,448	–	108,448
Total funds brought forward – Re-stated		12,613,588	1,200	12,614,788	13,280,452	–	13,280,452
Total funds carried forward	20a	11,723,852	1,200	11,725,052	12,613,588	1,200	12,614,788

2022 income has been re-stated to recognise Dry January® global licencing income as income from charitable activities, rather than income from other trading activities.

2022 expenditure has been re-stated to reflect the change in accounting policy to capitalise software development costs and amortise over a 5 year period (Note 1 (j)). The prior year adjustment of £108,448 adjusts funds brought forward at 1 April 2021 to reflect this change in accounting policy for software development costs incurred between April 2018 to March 2021.

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

Balance sheet

As at 31 March 2023 | Company no. 07462605

	Note	2023		2022	
		£	£	£	Re-stated £
Fixed assets:					
Tangible assets	14	1,099,829		1,128,144	
Intangible assets	15	164,115		130,472	
Investments	16	8,684,354		10,522,409	
Investment property	17	605,625		510,000	
		10,553,923		12,291,025	
Current assets:					
Stock		6,239		7,836	
Debtors	18	350,415		177,857	
Cash at bank and in hand		1,339,942		633,872	
		1,696,596		819,565	
Liabilities:					
Creditors: amounts falling due within one year	19	(525,467)		(495,802)	
Net current assets		1,171,129		323,763	
Total net assets		11,725,052		12,614,788	
The funds of the charity:					
Restricted income funds:	20a/20b				
Total restricted funds		1,200		1,200	
Unrestricted income funds:					
General funds		11,723,852		12,613,588	
Total unrestricted funds		11,723,852		12,613,588	
Total charity funds		11,725,052		12,614,788	

Approved by the board of directors on 30 October 2023 and signed on their behalf by:



Isabelle Szmigin.
Chair of the Board of Trustees

The notes on pages 34 to 58 comprise part of these financial statements.

Statement of cash flows

For the year ended 31 March 2023

	Note	2023	2023	2022	2022
		£	£	£	£
Cash flows from operating activities					
Net (expenditure) for the reporting period (as per the statement of financial activities)		(889,736)		(665,664)	
Depreciation and impairment on tangible fixed assets		34,721		495,154	
Amortisation of intangible fixed assets		69,081		48,536	
Losses/(gains) on revaluation of investments		381,067		(559,303)	
(Gains)/losses on revaluation of investment property		(95,625)		191,000	
Dividends, interest and rent from investments		(388,752)		(358,345)	
Decrease in stocks		1,597		441	
(Increase) in debtors		(172,558)		(63,043)	
Increase in creditors		29,665		24,757	
Net cash used in operating activities		(1,030,540)		(886,467)	
Cash flows from investing activities:					
Dividends, interest and rent from investments		388,752		358,345	
Purchase of tangible fixed assets		(6,406)		(600)	
Purchase of intangible fixed assets		(102,724)		(70,560)	
Proceeds from sale of investments		11,283,699		1,753,664	
Purchase of investments		(9,826,711)		(1,199,657)	
Net cash provided by investing activities		1,736,610		841,192	
Change in cash and cash equivalents in the year		706,070		(45,275)	
Cash and cash equivalents at the beginning of the year		633,872		679,147	
Cash and cash equivalents at the end of the year		1,339,942		633,872	

Alcohol Change UK has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies**a) 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 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company 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 or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

Key assumptions and estimations were made from external professional parties for the significant transactions relating to building impairments and investment property gains/(losses).

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

b) Going concern

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The charity has cash reserves of £1,339,942 (2022: £633,872) and net assets of £11,725,052 (2022: £12,614,788).

More information on this is provided in the Trustees' Annual Report.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) 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.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

f) Expenditure and irrecoverable VAT

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 raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose and investment manager fees.
- 'Expenditure on charitable activities includes the costs of our programmes: research and innovation, engagement, policy and influencing, culture change, information and advice, behaviour change, improving alcohol treatment and alcohol at work, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

g) Allocation of support costs

Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities.

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

	2023	2022
• Raising funds	24%	17%
• Research and innovation	6%	15%
• Engagement	10%	8%
• Policy and influencing	8%	16%
• Culture change	4%	4%
• Information and advice	7%	8%
• Behaviour change	28%	20%
• Improving alcohol treatment	10%	7%
• Alcohol at work	3%	5%

Notes to the financial statements

For the year ended 31 March 2023

1. Accounting policies (continued)**h) Grants payable**

Grants which have been authorised and paid are included as expenditure in the Statement of Financial Activities. Grants which have been authorised but not yet paid are accrued in the balance sheet and are included within creditors falling due within one year or after one year (as appropriate).

i) Tangible fixed assets

Tangible fixed assets Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. The building is defined as a mixed use property as it is partly used for charitable activity, and partly leased out as an investment. The proportion held for charity use is recognised at historic cost less impairment, and the proportion held for investment is recognised at market value as described in note 1 (n) below.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Land	Not depreciated
• Leasehold property	50 years
• Office equipment	3 years
• Furniture & fixtures	3 years
• Software	3 years

j) Intangible fixed assets

Intangible fixed assets comprise software development costs incurred in updating, developing and improving the charity's 'Dry January[®]' and 'Try Dry[®]' software applications.

Prior to this financial year, the accounting policy was that software developments expenditure was expensed as incurred. During the year there was a change in accounting policy whereby software developments expenditure incurred since April 2018 was capitalised and included in the balance sheet as an Intangible Asset, at cost or valuation. The Charity realised that significant development expenditure has been incurred since 2018, and this expenditure is continuing to support income generation in future periods. Therefore it is right and correct to recognise this expenditure as an asset and match the software development expenditure to the income it generates, in the same period.

These accounts therefore contain re-stated comparatives to reflect the results of the charity as if the new accounting policy had been in place since 2018.

Amortisation is provided at a rate calculated to write down the cost of this asset to its estimated residual value over its expected useful life. The amortisation rate in use is as follows:

• Software development	5 years
------------------------	---------

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Investment income

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

o) Stock

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

p) 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.

q) Cash and cash equivalents

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.

r) 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.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

t) Foreign exchange transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

u) Pensions

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements

For the year ended 31 March 2023

2. Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations from individuals and trusts	162,785	–	162,785	174,550	–	174,550
Legacies	25,424	–	25,424	–	–	–
	188,209	–	188,209	174,550	–	174,550

3. Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Re-stated Unrestricted £	Restricted £	2022 Re-stated Total £
Research and innovation						
• Welsh Government	–	60,374	60,374	–	62,510	62,510
• Other income	–	–	–	100	4,627	4,727
	–	60,374	60,374	100	67,138	67,238
Policy and influencing						
• Conference income	14,366	–	14,366	6,615	3,000	9,615
• Welsh Government	–	51,318	51,318	–	54,067	54,067
• Other income	–	–	–	12,459	–	12,459
	14,366	51,318	65,685	19,074	57,067	76,141
Culture change						
• Welsh Government	–	39,243	39,243	–	43,639	43,639
• Other income	–	–	–	–	–	–
	–	39,243	39,243	–	43,639	43,639
Information and advice						
• Other income	–	–	–	100	–	100
	–	–	–	100	–	100
Behaviour change						
• Other income including Dry January® UK & Global licencing income	219,326	–	219,326	115,869	–	115,869
	219,326	–	219,326	115,869	–	115,869
Improving alcohol treatment	249,074	–	249,074	117,957	–	117,957
Alcohol at work	9,194	–	9,194	45,102	–	45,102
Total income from charitable activities	491,960	150,936	642,896	298,203	167,844	466,047

The charitable company receives government grants, defined as funding from the Welsh Government to fund charitable activities.

The total value of such grants in the period ending 31 March 2023 was £150,936 (2022: £162,504). There are no unfulfilled conditions or contingencies attaching to these grants.

2022 income has been re-stated to recognised Dry January® global licencing income as income from charitable activities, rather than income from other trading activities.

Notes to the financial statements

For the year ended 31 March 2023

4. Income from other trading activities

			2023			2022
	Unrestricted	Restricted	Total	Re-stated Unrestricted	Restricted	Re-stated Total
	£	£	£	£	£	£
Merchandise sales	7,443	-	7,443	11,424	-	11,424
	7,443	-	7,443	11,424	-	11,424

2022 income has been re-stated to recognised Dry January® global licencing income as income from charitable activities, rather than income from other trading activities.

5. Income from investments

	2023	2022
	Total	Total
	£	£
Fixed interest		
Corporate bonds and British Government stocks	50,666	61,960
Investment cash account	3,943	-
Overseas bonds	-	2,136
Equities – UK and overseas	4,528	240,805
Managed Fund Equities – UK and overseas	290,928	-
	350,065	304,901
Investment property rental income	31,752	53,415
Investment property service charge income	4,874	-
Bank deposit interest	2,062	29
	388,752	358,345

All income from investments is unrestricted.

Notes to the financial statements

For the year ended 31 March 2023

Cost of raising funds

Charitable activities

Other expenditures

6a. Analysis of expenditure (current year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	Support and governance costs £	Leasehold Property impairment £	2023 Total £	2022 Total £
Staff costs (note 10)	185,001	962	108,276	72,372	119,839	56,443	50,956	146,374	80,481	24,789	144,800	–	990,293	795,456
Other staff costs	1,495	–	418	400	–	–	–	617	–	–	45,128	–	48,058	42,095
Board and committees	–	–	–	–	–	–	–	–	–	–	1,261	–	1,261	3,301
Buildings and office running costs	9,984	–	2,636	4,536	10,338	63	584	9,830	1,993	1,689	94,092	–	135,745	99,651
Conference and events	–	–	610	56	3,071	326	–	73	1,943	1,999	–	–	8,078	7,463
Amortisation & Depreciation	–	–	–	–	–	–	–	69,081	–	–	34,721	–	103,801	92,688
Leasehold Property impairment	–	–	–	–	–	–	–	–	–	–	–	–	–	451,002
External associates and advice	265	213	565	–	427	317	–	–	111,605	7,766	610	–	121,768	118,748
Fundraising expenses	36,967	–	281	5,654	188	139	150	–	348	–	68	–	43,797	98,958
Grants payable (note 8a)	–	–	(2,000)	–	–	–	–	–	–	–	–	–	(2,000)	(11,984)
Insurance	–	–	–	–	–	–	–	–	–	–	6,614	–	6,614	4,191
Investment costs	–	18,441	–	–	–	–	–	–	–	–	(4,000)	–	14,441	42,413
Legal and professional fees	–	3,188	–	–	–	–	–	186	–	–	19,531	–	22,905	24,352
Meeting costs	80	–	338	–	724	180	–	75	–	–	4,973	–	6,371	1,361
Other costs	19,760	–	882	117	12,728	34	62	248	93	(198)	11,238	–	44,964	6,301
Publications, communications and marketing	30,321	–	3,652	6,626	3,854	6,232	6,448	106,982	6,407	3,235	1,985	–	175,742	168,874
Research, policy and campaigns costs	–	–	88,641	–	1,567	1,163	–	18,749	–	–	–	–	110,120	100,743
	283,873	22,804	204,300	89,761	152,736	64,897	58,201	352,215	202,870	39,280	361,021	–	1,831,958	2,045,613
Support and governance costs (note 7a)	83,331	–	30,516	33,549	31,598	17,963	23,809	94,802	35,713	9,740	(361,021)	–	–	–
Total expenditure 2023	367,204	22,804	234,815	123,310	184,334	82,860	82,009	447,017	238,583	49,020	–	–	1,831,958	
Total expenditure 2022	283,959	51,195	238,466	85,165	211,059	58,597	79,216	357,572	115,523	113,859	–	451,002		2,045,613

Notes to the financial statements

For the year ended 31 March 2023

Cost of raising funds

Charitable activities

Other expenditures

6b. Analysis of expenditure (prior year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	Support and governance costs £	Leasehold Property impairment £	2022 Re-stated Total £
Staff costs (note 10)	115,906	983	112,392	41,354	126,086	38,416	39,513	109,551	35,272	26,383	149,599	0	795,456
Other staff costs	710	(201)	735	(80)	838	(643)	1,367	23,913	115	(26)	15,366	0	42,095
Board and committees	-	-	-	-	-	-	-	-	-	-	3,301	0	3,301
Buildings and office running costs	8,409	-	6,898	3,796	6,246	30	238	8,435	1,377	1,390	62,832	0	99,651
Conference and events	-	-	1,451	-	1,088	816	-	-	-	3,749	358	0	7,463
Amortisation & Depreciation	-	-	-	-	-	-	-	48,536	-	-	44,152	0	92,688
Leasehold Property impairment	-	-	-	-	-	-	-	-	-	-	-	451,002	451,002
External associates and advice	-	-	3,088	-	2,316	1,737	-	-	50,368	61,241	-	0	118,748
Fundraising expenses	85,865	-	-	10,341	-	-	-	-	-	-	2,752	0	98,958
Grants payable (note 8b)	-	-	(11,984)	-	-	-	-	-	-	-	-	0	(11,984)
Insurance	-	-	-	-	-	-	-	-	-	-	4,191	0	4,191
Investment costs	-	50,413	-	-	-	-	-	-	-	-	(8,000)	0	42,413
Legal and professional fees	1,109	-	-	-	-	-	-	-	-	-	23,243	0	24,352
Meeting costs	-	-	214	-	181	120	-	-	-	-	846	0	1,361
Other costs	287	-	906	12	2,213	3	(25)	31	11	97	2,764	0	6,301
Publications, communications and marketing	20,079	-	11,136	5,879	10,455	4,382	13,938	88,825	6,453	5,224	2,504	0	168,874
Research, policy and campaigns costs	40	-	66,899	18	13,458	2,574	19	17,707	17	12	-	0	100,743
	232,405	51,195	191,736	61,321	162,881	47,435	55,050	296,996	93,613	98,070	303,908	451,002	2,045,613
Support and governance costs (note 7b)	51,554	-	46,730	23,844	48,178	11,162	24,166	60,576	21,910	15,788	(303,908)	-	-
Total expenditure 2022	283,959	51,195	238,466	85,165	211,059	58,597	79,216	357,572	115,523	113,859	-	451,002	2,045,613

Notes to the financial statements

For the year ended 31 March 2023

Cost of raising funds Charitable activities 

7a. Analysis of support and governance costs (current year)

	Donations and legacies £	Investment management costs £	Leasehold Property impairment £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2023 Total £	2022 Total £
Finance	20,146	–	–	6,527	8,111	6,997	3,866	5,756	22,919	8,634	2,355	85,311	78,906
Office and general management	7,108	–	–	3,295	2,862	3,218	1,920	2,031	8,086	3,046	831	32,396	27,580
IT, internet and telephones	18,012	–	–	5,999	7,251	6,379	3,548	5,146	20,491	7,719	2,105	76,650	47,088
HR and other professional fees	9,325	–	–	3,732	3,754	3,776	2,188	2,664	10,609	3,996	1,090	41,135	28,991
Buildings and premises	13,905	–	–	5,772	5,598	5,787	3,379	3,973	15,819	5,959	1,625	61,817	64,383
Support costs	68,496	–	–	25,325	27,576	26,156	14,901	19,570	77,925	29,355	8,006	297,310	246,948
Audit fees	2,294	–	–	596	924	685	358	655	2,610	983	268	9,373	10,597
Insurance	777	–	–	202	313	232	121	222	884	333	91	3,175	2,725
Legal advice	1,558	–	–	405	627	465	243	445	1,772	668	182	6,365	7,997
Board and committee meetings	340	–	–	88	137	102	53	97	387	146	40	1,389	3,421
Constitutional and statutory needs	482	–	–	125	194	144	75	138	548	207	56	1,969	1,753
Strategic management	9,384	–	–	3,775	3,778	3,814	2,213	2,681	10,676	4,022	1,097	41,440	30,467
Governance costs	14,835	–	–	5,191	5,973	5,443	3,062	4,239	16,878	6,358	1,734	63,712	56,961
Total expenditure 2023	83,331	–	–	30,516	33,549	31,598	17,963	23,809	94,802	35,713	9,740	361,021	
Total expenditure 2022	51,554	–	–	46,730	23,844	48,178	11,162	24,166	60,576	21,910	15,788		303,908

Notes to the financial statements

For the year ended 31 March 2023

Cost of raising funds Charitable activities 

7b. Analysis of support and governance costs (prior year)

	Donations and legacies £	Investment management costs £	Leasehold Property impairment £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2022 Total £
Finance	13,667	–	–	11,670	6,321	12,234	2,555	6,406	16,059	5,808	4,185	78,906
Office and general management	4,276	–	–	4,902	1,978	4,765	1,503	2,005	5,025	1,817	1,310	27,580
IT, internet and telephones	7,897	–	–	7,389	3,653	7,553	1,839	3,702	9,279	3,356	2,419	47,088
HR and other professional fees	4,622	–	–	4,943	2,138	4,885	1,425	2,167	5,431	1,964	1,416	28,991
Buildings and premises	11,298	–	–	9,281	5,225	9,839	1,906	5,296	13,275	4,802	3,460	64,383
Support costs	41,761	–	–	38,186	19,314	39,275	9,229	19,575	49,069	17,748	12,789	246,948
Audit fees	1,920	–	–	1,428	888	1,560	240	900	2,256	816	588	10,597
Insurance	494	–	–	367	228	401	62	231	580	210	151	2,725
Legal advice	1,449	–	–	1,078	670	1,177	181	679	1,703	616	444	7,997
Board and committee meetings	620	–	–	461	287	504	77	291	728	263	190	3,421
Constitutional and statutory needs	318	–	–	236	147	258	40	149	373	135	97	1,753
Strategic management	4,992	–	–	4,974	2,309	5,002	1,333	2,340	5,866	2,122	1,529	30,467
Governance costs	9,793	–	–	8,544	4,529	8,902	1,933	4,590	11,507	4,162	2,999	56,961
Total expenditure 2022	51,554	–	–	46,730	23,844	48,178	11,162	24,166	60,576	21,910	15,788	303,908

Notes to the financial statements

For the year ended 31 March 2023

8a. Grant making (current year)

	Small grants £	Research and development grants £	Studentship grants £	2023 £	2022 £
At the start of the year	-	192,666	-	192,666	269,709
Awarded in year	-	-	-	-	-
Paid in the year	-	(112,819)	-	(112,819)	(65,446)
Grants cancelled	-	-	-	-	(11,596)
At the end of the year	-	79,847	-	79,847	192,666
Falling due within one year	-	79,847	-	79,847	192,666
Falling due after more than one year	-	-	-	-	-
Reconciliation of expenditure:					
Awarded in year	-	-	1,000	1,000	-
Grants cancelled	-	-	-	-	-
Grants refunded	-	(3,000)	-	(3,000)	-
At the end of the year	-	(3,000)	1,000	(2,000)	-

8b. Grant making (prior year)

	Small grants £	Research and development grants £	Studentship grants £	2022 £
At the start of the year	1,452	268,257	-	269,709
Awarded in year	-	-	-	-
Paid in the year	(1,028)	(64,419)	-	(65,446)
Grants cancelled	(424)	(11,172)	-	(11,596)
At the end of the year	-	192,666	-	192,666
Falling due within one year	-	192,666	-	192,666
Falling due after more than one year	-	-	-	-
Reconciliation of expenditure:				
Awarded in year	-	-	-	-
Grants cancelled	(424)	(11,172)	-	(11,596)
Grants refunded	-	(388)	-	(388)
At the end of the year	(424)	(11,560)	-	(11,984)

Full details of grants paid during the year and outstanding at the year end are listed in Appendix 1 to the Financial Statements.

Grants to individuals (studentship grants)

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

Notes to the financial statements

For the year ended 31 March 2023

9. Net income/(expenditure) for the year

This is stated after changing/(crediting):

	2023	2022
	£	Re-stated £
Depreciation	34,721	44,152
Amortisation (note 15, accounting policy note 1 (j))	69,081	48,536
Operating lease rentals payable	2,761	–
Operating lease rentals receivable	(31,752)	(53,415)
Auditor's remuneration (excluding VAT)		
Audit	9,093	6,950
Other services	280	–

Prior to 1 April 2022 software development costs were included within expenditure as incurred. Due to a change in accounting policy during 2022–23, software development costs incurred from April 2018 to date have been capitalised and are now amortised over a five year period, on a straight line basis. The 2022 results have therefore been re-stated to reflect this (see accounting policy note 1 (j)).

10. Analysis of staff costs, board of trustees' remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	853,126	653,248
Redundancy and termination costs	–	22,747
Social security costs	89,916	68,488
Employer's contribution to defined contribution pension schemes	47,251	50,973
	990,293	795,456

The following number of employees received employee benefits (excluding employer's NIC and pension costs) during the year between:

	2023	2022
	No.	No.
£90,000 – £99,999	1	–
£80,000 – £89,999	–	1

During the year, the charity's key management personnel comprised of the chief executive officer and directors. The total employee benefits (including employer pension contributions and employer national insurance) of the key management personnel from 1 April 2022 to 31 March 2023 were £387,822 (2022: £343,830).

There were no termination payments were made in the year (2022: £22,747), and none were outstanding at the year end (2022: £3,722). Termination costs are recognised in full as an expense on the statement of financial activities.

Trustees received reimbursed travel expenses of £396 (2022: £nil).

Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12 (Related Party Transactions).

Notes to the financial statements

For the year ended 31 March 2023

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 21 (2022: 17).

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

	2023	2022
	FTE	FTE
Raising funds	3.3	2.5
Research and innovation	1.8	2.1
Engagement	1.3	2.4
Policy and influencing	1.8	0.5
Culture change	0.9	0.7
Information and advice	0.8	0.9
Behaviour change	3.3	2.1
Improving alcohol treatment	1.7	0.7
Alcohol at work	0.5	0.8
Marketing and communication	2.0	0.0
Support functions, management and governance	2.5	2.7
	19.9	15.4

Notes to the financial statements

For the year ended 31 March 2023

12 Related party transactions (current year)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Of the grants paid during the year, the following trustees, directors and/or associates have been involved in projects and, during the course of the project, they or their unit have received funding from the institution to which the grant was made. The details are as follows:

	2023 £	2022 £
AdFam – Support and development work of the AFA: Vivienne Evans, is a Trustee at ACUK and CEO at AdFam		
Paid in year	10,000	10,000
Outstanding at year-end	–	–
The following payments have been made, all at arms' length, to persons related to employees:		
Paid in year		
Short Term Office Support Assistant, for period 1 August to 12 August 2022, a now ex-employee (related to the CEO)	872	–
Short Term Data analysis and reporting work, for period 2 August to 26 August 2022, a now ex-contractor (related to the ex-Director of Communications and Marketing)	265	–
	1,137	–
Outstanding at year-end		
Short Term Office Support Assistant, for period 1 August to 12 August 2022, a now ex-employee (related to the CEO)	–	–
Short Term Data Analysis and reporting work, for period 2 August to 26 August 2022, a now ex-contractor (related to the ex-Director of Communications and Marketing)	–	–
	–	–
The following value of leaving gifts been made, all at arms' length, to Trustees on their leaving the Charity:		
Paid in year	83	–
Outstanding at year-end	–	–

13 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2023

14. Tangible fixed assets

	Freehold land £	Leasehold property £	Furniture & fixtures £	Office equipment £	Software £	Total £
Cost						
At the start of the year	39,500	1,244,556	27,546	34,483	11,954	1,358,039
Additions in year	–	–	–	6,406	–	6,406
At the end of the year	39,500	1,244,556	27,546	40,889	11,954	1,364,445
Depreciation						
At the start of the year	–	169,556	27,546	24,370	8,423	229,895
Charge for the year	–	23,889	–	7,704	3,128	34,721
At the end of the year	–	193,445	27,546	32,074	11,551	264,616
Net book value						
At the end of the year	39,500	1,051,111	–	8,815	403	1,099,829
At the start of the year	39,500	1,075,000	–	10,113	3,531	1,128,144

All of the above assets are used for charitable purposes.

15. Intangible fixed assets

	2023 £	2022 Re-stated £
Cost		
At the start of the year	242,680	172,120
Additions in year	102,724	70,560
At the end of the year	345,404	242,680
Amortisation		
At the start of the year	112,208	63,672
Charge for the year	69,081	48,536
At the end of the year	181,289	112,208
Net book value		
At the end of the year	164,115	130,472
At the start of the year	130,472	108,448

Prior to 1 April 2022 software development costs were included within expenditure as incurred. Due to a change in accounting policy during 2022-23, software development costs incurred from April 2018 to date have been capitalised and are now amortised over a five year period, on a straight line basis. The 2022 results have therefore been re-stated to reflect this (see accounting policy note 1 (j)).

Notes to the financial statements

For the year ended 31 March 2023

16. Listed investments

Investments are included at their market value.

Fair value at the start of the year

Additions at cost

Disposal proceeds

Net (loss)/gain on change in fair value

Historic cost

Investments comprise:

Managed Fund

COIF Charities Ethical Investment Fund Income – 3,079,121.57 Units

Fixed Interest:

Corporate bonds and British Government stocks

Equities

Property

Alternative assets

	2023 £	2022 £
	10,522,409	10,517,112
	9,826,711	1,199,657
	(11,283,699)	(1,753,664)
	(381,067)	559,303
	8,684,354	10,522,409
	8,838,376	7,892,280
	2023 £	2022 £
	8,684,354	–
	–	1,433,936
	–	6,689,725
	–	1,193,671
	–	1,205,077
	–	10,522,409

17. Investment property

Fair value at the start of the year

Revaluation during the year

Fair value at the end of the year

	2023 £	2022 £
	501,000	701,000
	95,625	(191,000)
	605,625	510,000

The investment property comprises the basement and courtyard of the charity's head office at Swinton Street, London. The purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value at the year end. The property was last valued on 31 March 2023 by the Charity's Treasurer, based on the property's new five-year lease agreement effective from 6 November 2022. In 2022, the property was valued on 30 March 2022 by Strettons, Chartered Surveyors and Property Consultants: this valuation was based on the property being unoccupied, the previous five-year lease agreement having ended on 6 April 2022 when the existing tenants vacated, with no potential new lessees identified.

Notes to the financial statements

For the year ended 31 March 2023

18. Debtors

	2023 £	2022 £
Equity interest and dividends declared but not yet received	70,470	55,730
Trade debtors	209,935	90,840
Other debtors	1,130	–
Prepayments and accrued income	68,880	31,287
	350,415	177,857

Trade debtors has increased compared to previous year due to a large number of invoices issued at the end of the year for various alcohol related training and consultancy projects which was agreed with local authorities near the year end. Some of these invoices related to the next financial year 2023-24, hence there is a corresponding increase in Deferred Income (*see note 19*).

19. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	83,799	148,245
Taxation and social security	66,953	19,452
Other creditors	5,737	3,478
Deferred income	253,811	85,905
Accruals	35,320	46,055
Grants payable (<i>see note 8</i>)	79,847	192,666
	525,467	495,802

Movements in deferred income:	2023 £	2022 £
At the start of the year	85,905	63,731
Deferred during the year	253,811	85,905
Released during the year	(85,905)	(63,731)
At the end of the year	253,811	85,905

Deferred income relates to training and consultancy fees received in advance of delivery of the services.

Notes to the financial statements

For the year ended 31 March 2023

20a. Movements in funds (current year)

	At 1 April 2022 £	Prior Year Adjustment (note 1 (j)) £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2023 £
Restricted funds:						
Welsh Government	-	-	150,936	(150,936)	-	-
Welsh Government (BL Work in Wrexham and Flintshire)	1,200	-	-	-	-	1,200
Total restricted funds	1,200	-	150,936	(150,936)	-	1,200
General funds	12,613,588	-	1,076,728	(1,681,022)	(285,442)	11,723,852
Total funds	12,614,788	-	1,227,664	(1,831,958)	(285,442)	11,725,052

20b. Movements in funds (prior year)

	At 1 April 2021 £	Prior Year Adjustment (note 1 (j)) £	Income £	Expenditure £	Gain/(Losses) £	At 31 March 2022 Re-stated £
Restricted funds:						
Welsh Government	-	-	150,936	(150,936)	-	-
Welsh Government (BL Work in Wrexham and Flintshire)	-	-	11,568	(10,368)	-	1,200
Kyowa Kirin Ltd (Annual Conference)	-	-	3,000	(3,000)	-	-
Kyowa Kirin Ltd (Improving Alcohol Treatment)	-	-	2,340	(2,340)	-	-
Total restricted funds	-	-	167,844	(166,644)	-	1,200
General funds	13,172,004	108,448	843,803	(1,878,969)	368,303	12,613,588
Total funds	13,172,004	108,448	1,011,647	(2,045,613)	368,303	12,614,788

2022 expenditure has been re-stated to reflect the change in accounting policy to capitalise software development costs and amortise over a 5 year period (*Accounting Policies Note 1 (j)*). The prior year adjustment of £108,448 adjusts funds brought forward reserves at 1 April 2021 to reflect this change in accounting policy for software development costs incurred between April 2018 to March 2021.

Notes to the financial statements

For the year ended 31 March 2023

20c. Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2022-23 are shown below:

The Welsh Government grant was to support the training and consultancy project to help services in two Welsh local authority areas to work more effectively with vulnerable alcohol-dependent drinkers.

The Welsh Government grant is supporting delivery of the 'Working Together to Reduce Harm, Substance Misuse Delivery Plan', including raising awareness of alcohol misuse issues across Wales and campaigning for an effective alcohol policy and improved services for people whose lives are affected by alcohol-related problems.

21. Operating lease commitments

At 31 March 2023, the charity had the following annual commitments under non-cancellable operating leases:

	Office equipment		Property	
	2023 £	2022 £	2023 £	2022 £
Less than one year	629	–	2,450	–
One to five years	2,518	–	2,501	–
Over five years	747	–	–	–
	3,894	–	4,951	–

22. Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (exclusive of VAT):

	Property	
	2023 £	2022 £
Less than one year	38,660	15,993
One to five years	152,089	–
	190,749	15,993

The original tenancy agreement for the basement at 27 Swinton Street, London was for a five year period, starting from 11 August 2017. The charity was entitled to a fixed annual rental of £44,000 and reimbursement of service charges incurred for the year, which were variable. The original tenants vacated the property on 6 April 2022, therefore there were no service charges received for the period 7 April 2022 – 10 August 2022.

A new tenancy agreement for the basement at 27 Swinton Street, London for a five year period was agreed commencing from 11 August 2017. The charity is entitled to a fixed annual rental of £38,000 and reimbursement of service charges incurred for the year, which are variable. New tenants commenced on 7 November 2022. Service charges received for the period 7 November 2022 – 31 March 2022 were £4,874.

A new agreement for rental of desks on the ground floor at 27 Swinton Street, London for a 15 month period commenced on 20 February 2023. The charity is entitled to a fixed annual rental of £660.

23. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Notes to the financial statements

For the year ended 31 March 2023

24a. Analysis of net assets between funds (current year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	–	1,099,829	1,099,829
Intangible fixed assets	–	164,115	164,115
Investment properties	–	605,625	605,625
Investments	–	8,684,354	8,684,354
Net current assets	1,200	1,169,929	1,171,129
Long term liabilities	–	–	–
Net assets at 31 March 2023	1,200	11,723,852	11,725,052

24b. Analysis of net assets between funds (prior year)

	Restricted £	General unrestricted £	Total funds (Re-stated) £
Tangible fixed assets	–	1,128,144	1,128,144
Intangible fixed assets	–	130,472	130,472
Investment properties	–	510,000	510,000
Investments	–	10,522,409	10,522,409
Net current assets	1,200	322,563	323,763
Long term liabilities	–	–	–
Net assets at 31 March 2022	1,200	12,613,588	12,614,788

Notes to the financial statements

For the year ended 31 March 2023

Appendix 1: Grant commitments**Research and Development Grants**

Grant Recipient	Grant Ref	At 1 April 2022 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2023 £
University of Glasgow	2017 RI/100040	12,371	-	-	-	12,371
Manchester Metropolitan University	2020 NH/16	48,609	-	-	(32,406)	16,203
Sheffield Hallam University	2020 NH/20	36,346	-	-	(24,231)	12,115
Swansea University	2020 NH/26	32,500	-	-	(16,250)	16,250
University of Liverpool	2020 NH/31	62,841	-	-	(39,932)	22,908
		192,666	-	-	(112,819)	79,847

Small Grants

Grant Recipient	Grant Ref	At 1 April 2022 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2023 £
University of Sheffield	R 2016/02	-	-	(3,000)	3,000	-
University of Sheffield	Dry January®	-	1,000	-	(1,000)	-
		-	1,000	(3,000)	2,000	-
Total Grants		192,666	1,000	(3,000)	(110,819)	79,847

Alcohol Change UK is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. It incorporates the assets of Alcohol Concern which had the Charity Commission number 291705, with which it merged on 31 March 2017, and which was removed from the Charity Commission register on 23 January 2018.

Registered office and operational address: 27 Swinton Street, London, WC1X 9NW

Company no. 07462605 (England and Wales)

Charity no. 1140287

Trustees 1 April 2022 to 30 October 2023. (*Italics* = stood down, **bold** = joined in the financial year, underlined = joined since 1 April 2023.). See our website for more.

Fiyaz Mughal, OBE to 27 March 2023

Prof Isabelle Szmigin

Adam Uttley

Vivienne Evans

Gareth Harkin to 5 December 2022

Dr Emmert Roberts

Fiona Cumberland from 3 October 2022

Mike Bellamy

Dr Emily Finch

Dr Will Haydock to 23 May 2022

Professor Antony Moss to 25 September 2023

Hannah Grummett from 3 October 2022

Mick Urwin from 3 October 2022

Helen Chang from 30 October 2023

Herdeep Dosanjh from 30 October 2023

Jeremy Joseph from 30 October 2023

Raveena Dhadwal from 30 October 2023

Chair to 27 March 2023

Chair from 27 March 2023,
Chair of Research and Policy
sub-committee from 1 April 2022
to 27 March 2023

Treasurer, Chair of Finance, Audit,
Investment and Risk (FAIR)
sub-committee

Vice-Chair and Chair of Governance
and People (GP) sub-committee

Chair of Income and Impact
Development (IID) sub-committee
until 5 December 2022

Chair of Research and Policy (RP)
sub-committee from 27 March 2023

Chair of Income and Impact
Development sub-committee
from 14 December 2022

Member of FAIR, GP and IID
sub-committees

Member of RP sub-committee,
Member of Strategy Working Group

Member of FAIR sub-committee

Member of IID sub-committee

Member of FAIR and RP
sub-committees

Member of GP and RP
sub-committees, Member of
Strategy Working Group

Member of IID sub-committee

Member of FAIR sub-committee

Member of RP sub-committee

Member of GP sub-committee

Executive team from 1 April 2022 to 30 October 2023. (Team members in *italics* left Executive Team, in **bold** joined it, during the year.)

Dr Richard Piper

Andrew Misell

Danielle Houliston

Jenni G Bradshaw

Ailar Hashemzadeh

Envere Glogjani

Sonali Xavier

Emily Hamilton

Joe Marley

Chief Executive Officer

Director, Wales Office

Director of Fundraising and Engagement

Head of Office, People and Governance

Director of Research and Public Affairs

Head of Finance to 18 January 2023

Head of Finance from 19 January 2023

Director of Marketing and Communications to 23 August 2023

Director of Marketing and Communications, from 4 September 2023

Members of the Expert Advisory Panel, 1 April 2022 to 30 October 2023

Nile Amos

Tim Barclay

Sally Beaven

Ms Claire Brown

Professor Simon Coulton

Expert by Experience

Expert by Experience

Expert by Experience

Editor, Drink and Drug News

Professor for Health Service Research, Centre for Health Service Studies,
University of Kent

Dr Matt Egan

Dr Qulsom Fazil

Professor Matt Field

Professor Elizabeth Gilchrist

Professor Elizabeth Hughes

Dr S Vittal Katikireddi

Dr Hilda Laughran

Associate Professor, London School of Hygiene and Tropical Medicine

Lecturer, University of Birmingham

Professor of Psychology, University of Sheffield

Institute of Health and Society, University of Worcester

University of Huddersfield and South West Yorkshire Partnership

Senior Clinical Research Fellow, University of Glasgow

Associate Professor in the School of Social Policy, Social Work and
Social Justice, University College, Dublin

Professor

Dorothy Newbury-Birch

Janet Ruane

Dr Jeremy Segrott

Zoe Swithenbank

Professor of Alcohol and Public Health Research, Teesside University

Expert by Experience

Research Fellow in Public Health, DECIPHer Centre, Cardiff University

Expert by Experience

Patron

Ambassadors

Lord Clive Brooke of Alvethorpes

Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Fraser Franks,
Jay Motty, Jasmin Spark, Fiyaz Mughal, Adrian Chiles, Daniel James Henry,
Michael Sargood, Michael Singh

Auditor

Bankers

Investment managers

Haines Watts, Old Station House, Station Approach,
Swindon, Wiltshire, SN1 3DU

CAF Bank Ltd, King's Hill, West Malling, Kent, ME19 4TA

Investec Wealth and Investment Limited

2 Gresham Street, London, EC2V 7QN to 8 August 2022

CCLA, One Angel Lane, London EC4R 3AB from December 2021

Bates Wells & Braithwaite London LLP

2-6 Cannon Street, London, EC4M 6YH

Solicitors

Digital partners

Cheeky Munkey (IT provision)

Rareloop (app developer)

Amito (app hosting)

Access (CRM provider)

cheekymunkey.co.uk

rareloop.com

amito.com

theaccessgroup.com

Our aim is to improve the health and happiness of people across the UK.





Alcohol Change UK, 27 Swinton Street, London WC1X 9NW
020 3907 8480, contact@alcoholchange.org.uk, www.alcoholchange.org.uk

Alcohol Change UK is the operating name of Alcohol Research UK. Registered office 27 Swinton Street, London WC1X 9NW. Registered charity number 1140287.
Company limited by guarantee in England and Wales number 07462605.

ALCOHOL RESEARCH UK

England & Wales - Charity number 1140287

Accounts

Alcohol Research UK

(Operating as Alcohol Change UK)

Annual Report 2021/22

Millions of people suffer,
avoidably, as a result of
serious alcohol harm.
But change is possible.

Let's create that change.

Alcohol Change UK, 27 Swinton Street, London WC1X 9NW
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Registered charity number 1140287.
Company limited by guarantee in England and Wales number 07462605.

We are Alcohol Change UK

We work for a world free from the serious harm caused by alcohol.

We're not anti-alcohol. We are against the suffering that it causes. Serious alcohol harm affects millions of families, damaging and ending lives. It impacts all of us, whether through a loved one's suffering, damaged communities or avoidable costs to frontline services.

But alcohol harm is not inevitable.

We work across the UK to reduce alcohol harm.

We do this with compassion, with ambition, and by seeking and telling the truth about alcohol harm and how to end it.

Change is possible.

Let's create that change.



Annual report and financial statements of the trustees of Alcohol Change UK¹

Year ending 31 March 2022

Contents

- 01 Welcome
- 04 What we do
- 05 Our activity and impact
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- 26 Our finances
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Serious alcohol harm
affects millions of families,
damaging and ending lives.

¹Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).



Welcome from the Chair

Reducing alcohol harm is essential if people across Britain are to be happy and healthy. Alcohol harm is one of the most common causes of illness, early death, low productivity, and crime and disorder that we face as a society. We can have a better country if we tackle alcohol harm.

The good news is that the solutions are right in front of us. Alcohol Change UK works holistically, to deliver the five big changes set out in our 2019-24 strategy:

- Increased knowledge and understanding of alcohol harm, through innovative research
- Better policies and regulations, by supporting government to implement measures that will tackle alcohol harm
- A shifted culture, so that alcohol is treated as optional to our lives, not as the default setting of our culture
- Improved drinking behaviours amongst heavy drinkers, through our information and behaviour change challenges such as Dry January
- A stronger, properly-funded and fully inclusive alcohol treatment system, so that those of us who do need extra help to retake control of our drinking have the best support available whenever we need it.

This report covers the period 1 April 2021 to 31 March 2022. Two of my fellow trustees, Will Haydock and Ranjeet Kaile, stood down this year. Both contributed a massive amount to the charity during their time with us so my sincere thanks to them. We were delighted to welcome Adam Uttley as our new Treasurer in June 2021.

2021-22 was just our second full year of fundraising and it saw us taking big strides forwards, giving people across the UK the

chance to express their passion for ending alcohol harm, whether through creative fundraising efforts, quiet giving, or heartfelt gifts in memory of a loved one killed too young by alcohol. We were also excited that over 9,000 campaigners and activists joined us, wanting to use their time and passion to end alcohol harm sooner.

Most importantly, this report is about the difference we make.

Most importantly, of course, this report is about the difference we make. We are committed to improving the lives of millions of people and families across the UK. My huge thanks to our staff team for achieving such progress, to my fellow trustees for their insight and good governance and to all our supporters who share our belief that alcohol harm is completely avoidable. Looking ahead, our 2022-23 plan stays true to our strategy and will see us continuing to develop our impact-centred work programmes. With your continued support, we can and will make alcohol change happen faster.

A handwritten signature in black ink that reads "Fiyaz Mughal". The signature is written in a cursive style with a horizontal line underneath the name.

Fiyaz Mughal, OBE
Chair of the Board of Trustees



Welcome from the Chief Executive

Alcohol harm is huge in scale and affects every single one of us. It damages families. It blights communities. And it holds back society, causing untold (avoidable) disruption to our NHS and our criminal justice system.

But at Alcohol Change UK we passionately believe in the power of people to come together to end alcohol harm and create a better society:

- where people live to see their grandchildren
- where employers are no longer legally allowed to discriminate against people who have been alcohol dependent
- where children can flourish in their family, free from the shadow of alcohol harm
- where people can socialise, have fun and relax without falling for the myth that alcohol is essential to that
- where people are free to choose to consume alcohol or not without any pressure from their friends or from the alcohol or hospitality industries
- where billions of pounds of resources are freed up in the NHS to meet other health priorities, and
- where the criminal justice system is not clogged up with millions of unnecessary cases.

So much of our work is driven by and for people who support our mission to end alcohol harm:

- Parliamentarians across the House of Commons and the House of Lords
- The hundreds of thousands of people who have taken part in Dry January, moving from just 'a month break' to a life-changing experience

- The thousands of campaigners urging the government to create and deliver a proper alcohol strategy that covers prevention not just treatment
- The enlightened employers embracing our Alcohol at Work programme to increase the safeguarding and wellbeing of their teams
- The good friends deciding to #StopSoberShaming each other, to end the life-threatening pressure on others to consume alcohol.

#StopSoberShaming ...
to end the
life-threatening
pressure on others to
consume alcohol.

Drinking levels in the pandemic have led to a level of alcohol deaths not seen since records began. Change is possible ... and urgent. Please join us, so that we can win this fight against alcohol harm and create a better society for us all.

Dr Richard Piper
Chief Executive Officer



Our aim is to
improve the health
and happiness of
people across the UK.

What we do

Alcohol harm is complex and requires a holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes. The following pages summarise the activities and impacts of our eight work programmes during the year 2021-22.

<p>1.</p> <p>Research and innovation</p> 	<p>2.</p> <p>Engagement</p> 	<p>3.</p> <p>Policy and influencing</p> 	<p>4.</p> <p>Culture change</p> 	<p>5.</p> <p>Information and advice</p> 	<p>6.</p> <p>Behaviour change</p> 	<p>7.</p> <p>Improving alcohol treatment</p> 	<p>8.</p> <p>Alcohol at work</p> 
<ul style="list-style-type: none"> • Grants for innovative research • Commissioned studies • In-house research • Curating and communicating the latest knowledge 	<ul style="list-style-type: none"> • Guiding activists • Helping people tell their stories • Sourcing and supporting our spokespeople 	<ul style="list-style-type: none"> • Advising national governments • Influencing local policies • Working in coalition through the Alcohol Health Alliance and Alcohol and Families Alliance • All Party Parliamentary Group on Alcohol Harm 	<ul style="list-style-type: none"> • Stories across national media • Powerful messaging across our work, normalising 'not drinking' and challenging the stigma around having a drinking problem 	<ul style="list-style-type: none"> • Sector-leading website and digital resources • Outreach via diverse channels, including social media • Running Alcohol Awareness Week 	<ul style="list-style-type: none"> • Dry January • Sober Spring • Try Dry app • Flexible support offered via the website and long-term email journeys 	<ul style="list-style-type: none"> • Standing up for the alcohol treatment system • Driving innovation in commissioning and treatment, e.g., the Blue Light approach, assertive outreach • Training and consultancy 	<ul style="list-style-type: none"> • Helping workplaces take control of alcohol at work • Improved policies and practices • Safer, healthier work cultures • Enhanced productivity • Quicker, better support for workers harmed by alcohol

1. Research and innovation



Alcohol harm is a topic rife with opinions, many of them ill-informed or based on outdated 'myths' and half-truths. Research and evidence are essential if we are to ensure that action to reduce alcohol harm is effective. At the heart of our work is a commitment to rigorous research and an accurate understanding of alcohol harm and the best ways to reduce it.

Highlights

- In October 2021, we commissioned a major project on the Framing of Alcohol Harm looking at the foundational question: how should we talk about alcohol harm if we want to shift public attitudes? This two-year project is being delivered by the Institute for Social Marketing and Health (ISMH) at the University of Stirling, University College London, University of Sheffield, London Southbank University and the London School of Hygiene & Tropical Medicine, in partnership with FrameWorks UK.
- In February 2022, the Alcohol Health Alliance's wine labelling report that we supported was published. It found that wines can contain between 0g and 59g of free sugars per bottle, yet none of the wines analysed included this information on the label.
- In March 2022, we published 'Delivering a problem? Online sales and deliveries of alcohol' (see following page).
- In September 2021, we hosted a highly-rated online national conference, 'Rebuild and recover: reducing alcohol harm and remaking connections in the post-pandemic world', where over 130 delegates heard from a range of speakers sharing their knowledge and experience.



Example

Investigating online alcohol sales



'Delivering a problem' showed that illegal alcohol sales - to under 18s and to vulnerable/drunken adults - is not being adequately prevented by retailers, is not being enforced by trading standards or the police, and is made harder by out-of-date legislation.

The research helped us to better understand what is needed to tackle this problem and has been read with interest by the Home Office, Police & Crime Commissioners, retailers, and many others.

Research reports we published in the year

- May 2021** A feasibility study of Moving On In My Recovery
- Aug 2021** Alcohol and self-harm: A qualitative study
- Sep 2021** How to use legal powers to safeguard highly vulnerable dependent drinkers
- Mar 2022** Delivering a problem? Online sales and deliveries of alcohol

Research and evidence are essential if we are to ensure that action to reduce alcohol harm is effective.

4

We published four new research reports on our website this financial year.

9,000

There were almost 9,000 visits to the research hub on our website in the financial year.

2. Engagement



Alcohol Change UK is made up of more than its staff team and board. It is also the many thousands of people from all walks of life who come together to end alcohol harm. Engaging with people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.

Highlights

In 2021-22 we:

- Published 26 stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking.
- Grew our Community Champions programme, welcoming 30 new volunteers to take our total number to 47 and involving them in all kinds of tasks, from writing alcohol-free drinks reviews to telling their stories in Parliament.
- Recruited and welcomed 3,471 new campaigners to the charity, who know that changes to government policy will reduce alcohol harm faster and further.

Engaging with people across the UK is a cornerstone of our strategy.



Example

Samantha Kingston, CEO of Virtual Umbrella and a Tedx speaker, is an Alcohol Change UK Community Champion.



Samantha Kingston

She has supported the Training and Consultancy team, been interviewed on Lorraine, written a blog for our website, and much more.

"Looking back at my life, alcohol was always there, playing a role. Often a silent role, sometimes a violent one and eventually the main character. When my mum died my relationship with alcohol completely changed. A voice in my head said, "I will never touch it again". Something that had consumed most of my mum's life, and mine, was the reason she was no longer here. In those first few months

after she died, the thought of alcohol made me very angry – the harsh reality was that it was a poison and it had killed someone.

In the last couple of years my anger has calmed, and I've channelled it into learning more. There is so much information out there and this is how I found Alcohol Change UK. I was looking for a place to feel comfortable about sharing my experience, but also a place that is open to many opinions and ideas around alcohol. Being a community champion for Alcohol Change UK has been an incredible opportunity and it's been an honour to hear other people's stories.

Now my focus is talking about and sharing the dangers of alcohol. Talking openly has allowed me to process a lot of my childhood memories and grief. It's also allowed me to help and guide people to resources that are available, which is something I wish I had had when I was 17. I'm still sober, four years later and very happy with that decision."



11,000

Our supporters took over 11,000 actions such as tweeting the Treasury about duty ahead of the budget, emailing their MP, taking on fundraising challenges and spreading awareness of our campaigns and behaviour change work.

5,425

Our Community Champions and Ambassadors contributed the equivalent of £5,425 in volunteer time between them during the financial year.

3. Policy and influencing



National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with governments and praise them when they show leadership on an issue, but are also unafraid to tell them when we think they are making a mistake or failing to act.

Highlights

- With Adfam, Kaleidoscope and others, we have established a new Welsh forum for the families of people with alcohol and other drug issues, and for the practitioners who support them, to maintain a focus on how alcohol affects the whole family.
- The All Party Parliamentary Group on Alcohol Harm held four online events in May, June, July and November 2021 on the topics of labelling, men and mental health, women's access to treatment, and alcohol and relationships.
- In June, we wrote a speech for Christian Wakeford MP to present at a conference on alcohol policy.
- In March, we ran a roundtable event with The University of Bedfordshire and the Alcohol Health Alliance on the types of improvements that were needed to ensure the Equality Act better meets the needs of dependent drinkers.
- On 10 November, we hosted an online roundtable event for people with personal and/or professional experience of the interface between alcohol and gambling.
- We met with Helen Whately, Exchequer secretary, who is leading on the alcohol duty review.
- In January, we had a very effective meeting with Maggie Throup MP, to discuss how alcohol impacts health.



Example

Our policy work



In February 2022, we met Minister for Public Health, Maggie Throup, alongside MPs from the APPG on Alcohol Harm. We explained the scale and nature of alcohol's health harms in the UK and the Minister expressed the view that more of her colleagues needed to hear this. She asked to meet us again to hear specific policy proposals. We've been working since with officials from the Department of Health and Social Care to further inform the department about the need for change and the possibilities for action.



National governments have huge potential to reduce alcohol harm for millions.

2,000

Over 2,000 policy campaign actions were taken by our supporters, including emails sent to MPs.

22,000

There were over 22,000 visits to the Policy Insights on our website (themed briefings on a range of policy topics).

4. Culture change



Drinking problems are, to a great extent, socially and culturally determined. That means they are primarily caused by ‘the world around us’, which is why different countries all have such different levels of alcohol problem (despite all containing the same species of human!). As people, we like to believe that everything we do is a matter of personal choice, but in reality, of course, the environment in which we find ourselves has a massive impact on the choices open to us and on how we behave.

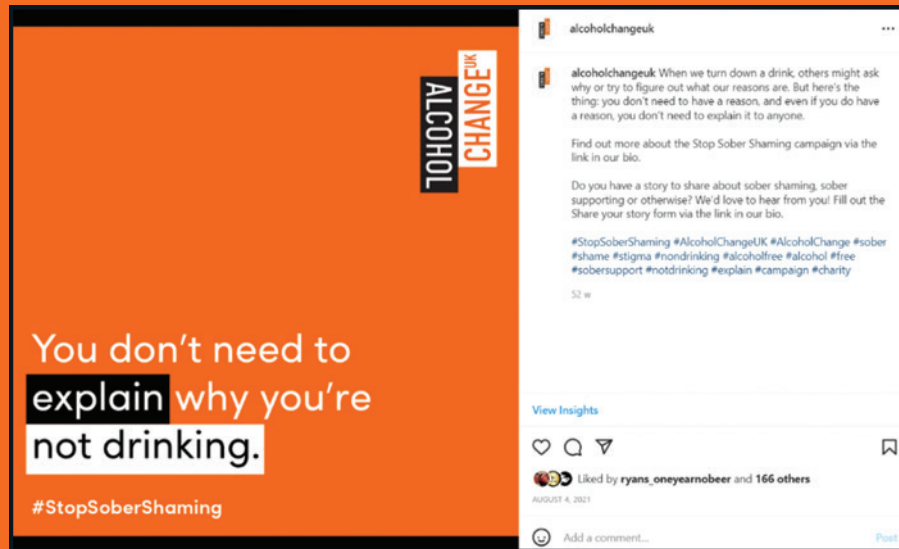
Alcohol Change UK works to shift not just the policy and economic environment (section 3, page 9.) but also the cultural and social environment (this section). In particular we seek to work with the media and social media to communicate two vital messages:

1. Not drinking alcohol (for a night, a week, a month or longer) is totally acceptable; and we should all #StopSoberShaming and should never question (indeed should actively support) someone’s choice to not drink alcohol on any occasion for any reason.
2. Anyone can develop a drinking problem. Having some level of alcohol problem is common and normal, occurs on a spectrum (is not a binary), and is certainly not limited to a small group of severely dependent drinkers (sometimes referred to as ‘alcoholics’). Indeed, the idea that there are ‘alcoholics’ who look a particular way (“and not like me”), can lead to millions of us denying our own mild or moderate drinking problem that may be escalating, causing us to delay seeking support, which can result in preventable deaths. Drinking problems are not a sign of ‘personal weakness’ and are not something to be ashamed of or stigmatised. Stigma kills, as does the false binary of ‘alcoholics’ and ‘non-alcoholics’.



Example

Social media



By 31 March 2022, we had 12,600 Instagram followers. This post – about our ongoing culture shift campaign #StopSoberShaming – was one of our most popular posts during the year.

12,600

Our Alcohol Change UK Instagram account had 12,600 followers by 31/3/2022 (31/3/21: 5,600, 31/3/2020: c.3,000, 31/3/19: c.450).

2,200

Alcohol Change UK was mentioned over 2,200 times in the UK media in 2021-22 (2020-21: 1,005; 2019-20: 678), including 'culture change' messaging across many of these.



Having some level of alcohol problem is common and normal.

5. Information and advice



People across the UK want independent, honest information about alcohol: about its effects, what constitutes a problem, how to deal with your own drinking problem or that of a family member, what support is available and how to access it.

Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm. We also reach outwards, using social media, conventional media and our

campaigns like Dry January and Alcohol Awareness Week to share information more widely, to reach people where they are, and to signpost people to help if they need it.

Highlights

- We have published scores of blogs, personal stories and new support pages across the year – including powerful stories from those affected by their own or a loved one's drinking – to inspire anyone who might be struggling to seek support.
- Alcohol Awareness Week in November 2021 focused on alcohol and relationships. During the week, we received 72,170 page views across our website (Nov 20: 123,684; Nov 19: 78,078; Nov 18: 50,725). Over 5,000 agencies and community groups engaged with Alcohol Awareness Week 2021 (2020: 4,400; 2019: 3,000), including Relate, OnePlusOne, NACOA, Balance North East, and the Association of Directors of Public Health.
- To mark the start of Alcohol Awareness Week, we published new research we commissioned into the impact of drinking on people's relationships, health and wellbeing. It found that around one in five drinkers (22%) had drunk alcohol to try to cope with relationship problems in the past six months, or because of an argument with a family member (20%). Across the

week, we shared stories, factsheets and tips for healthier drinking and happier relationships, along with a video featuring Dave and Emma talking with frank honesty about the impact of Dave's drinking on their relationship. This was available on YouTube and our website. The film received over 959 YouTube views during Alcohol Awareness Week, in addition to 9,239 views on our website.

- We have continued to see subscriber numbers grow for our new email journey for people completing our AUDIT tool and leaving their email address, allowing us to offer more support to this important group of people.



Example

'What's happening to your body' blog

One week alcohol-free - what's happening in your body?



Lauren Booker | January 2022 | 8 minutes

At one week alcohol-free you might be starting to see changes on the surface – no hangover, more energy, brighter skin – but what's going on inside your body one week into your booze-free journey?

Our 'One week alcohol-free – what's happening in your body?' blog is one of our most popular pieces of web content, with over 150,000 views last year.

1.3m

Total website traffic over 1.3 million (2020-21: 1.5m; 2019-20: 1.0m; 2018-20: 0.6m).

290,000

Over 290,000 visits to our factsheets, (2020-21: 360,000; 2019-20: 220,000; 2018-19: 85,000).

106,000

Over 106,000 people used our unit calculator, (2020-21: 103,000; 2019-20: 61,000; 2018-19: 20,000).

34,000

Over 34,000 visits to the interactive body map (2020-21: 45,000; 2019-20: 25,000).

98,000

Over 98,000 visits to the 'Get help now' section of the website (2020-21: 121,000; 2019-20: 54,000; 2018-19: 19,000).

80,000

Over 80,000 people completed our drinking risk AUDIT tool (2020-21: 115,000; 2019-20: 56,000; 2018-19: 28,000).

6. Behaviour change



Our behaviour change programme enables people to take part in specific ‘challenges’ – Dry January®, Sober Spring and others – and includes ongoing year-round support to help people regain control of their drinking.

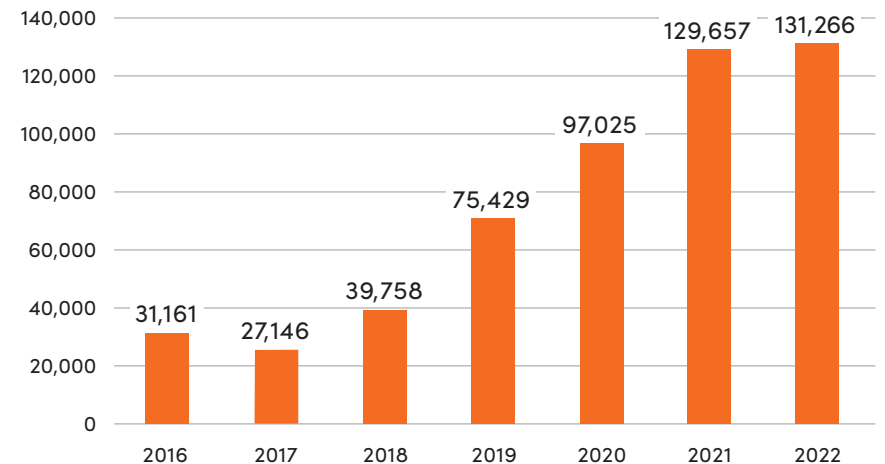
The primary target group for this programme is heavy, habitual drinkers who want to try to take control of their drinking themselves. We help thousands of drinkers a year, intervening before people need more expensive therapeutic support.

While we know that drinking problems are much more complex than simply ‘personal choice’, our behaviour change programme empowers people to take control of their relationship with alcohol.

Highlights

- 131,000 people signed up for Dry January® 2022, our record level of sign-ups (2021: 130,000, 2020: 97,000).
- Major improvements to our Try Dry® app included Missions, ‘favourites’ for those people who drink, and translation into Welsh and Norwegian.
- The Dry January® campaign ran in France, Switzerland, Norway and Iceland, helping people in those countries to benefit from the campaign while also generating income (our charitable remit is the UK only).

Dry January® sign-ups 2016–22



Example

Try Dry app

Typical post from our Facebook private group:

"I cannot tell you how much the calendar in the Try Dry app helps me. Two years ago in a three-month period I had 17 days where I drank 9 units or more. The last 90 days I had just 3 days like that. The calendar keeps me accountable and encourages me to improve. I am able to keep an eye on how much I drink. So far it seems to be working for me. I just think this is the absolute best group. I don't know where I would be if I'd kept drinking as much as I was – it was going up every month. Now it's going down and I'm regaining control."



Our behaviour change programme empowers people to take control of their relationship with alcohol.



4.7 units

Average alcohol consumption dropped from 31.5 units per week in January to just 4.7 units in May, an average reduction of 85%.

81%

81% of official Dry January participants feel more in control of their drinking by the end of January.

8.2 to 6.3

Official Dry January participants see a significant drop in their average drinking risk score, from 8.2 at the start of January to 6.3 by July (-1.7), whereas the change in the general population is from 5.8 to 5.6 (-0.2). (The lower your drinking risk score, the better!).

7. Improving alcohol treatment



The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and peer support services such as Alcoholics Anonymous and SMART Recovery.

The fire service, police officers, paramedics, housing services, mental health services, welfare advisors and social services also come into frequent contact with people

with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support people with the most serious and chronic alcohol problems, who often have multiple needs. The Blue Light approach is holistic, multi-disciplinary,

assertive, and puts people first. It shows how to engage with these people and reduce the harm they experience. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.

Highlights

- In August 2021, we published 'How to use legal powers to safeguard highly vulnerable dependent drinkers in England and Wales' to support frontline workers who are working with the most vulnerable dependent drinkers to intervene progressively within the law. Feedback has been exceptional:

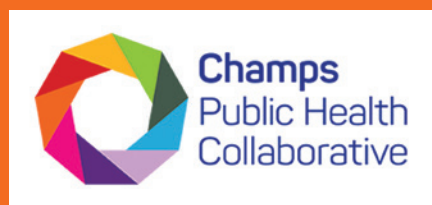
*"I've waited 20 years in my career as a social worker in this field, knowing what you've published but not knowing how to put it in to words ... that you guys have captured in an easy-to-read, go-to working document. I've **already had great results and prevented deaths because of this document. It is an absolute landscape-changer for our day-to-day practice.** And it gives us a stronger social work voice to professionally challenge and be*

more assertive in advocating that will bring improved outcomes for our most marginalised citizens." (Specialist Substance Use Social Worker, Manchester City Council).

- Our new training course on safeguarding vulnerable dependent drinkers, which complements this guide, has swiftly become our second most popular course.
- We welcomed a new associate, Renato Masetti, a highly regarded drug and alcohol trainer with 20 years training experience in the field. Together with Renato, we've developed four new training courses that cover alcohol and other substances, thus enhancing our provision for clients who wish to have additional input beyond alcohol harm alone.

Example

Champs Public Health Collaborative



highly specialised Blue Light training course that was widely praised by participants. A formal evaluation is now being conducted by academics. Champs wants to expand the training across Merseyside and other areas of Cheshire.

Vulnerable, chronic, physically dependent drinkers are less likely to engage with treatment. The police service is often the first point of contact for this group. Two thirds of people in police custody are drinking at problematic levels. Merseyside includes some of the most deprived wards in the country, so the amount of alcohol harm is greater than in other areas. The Champs Public Health Collaborative (a partnership of nine Public Health directorates serving 2.6 million people across Merseyside and Cheshire) commissioned a unique project from us: to train police officers in how to engage people in a conversation about their drinking, to deliver brief alcohol interventions and to provide effective referrals into the most helpful services that can provide support. We produced a



93

We worked with 16 local authorities, five NHS trusts and many other treatment providers to deliver a total of 93 training courses (2020-21: 75 courses).

£117,957

We generated £117,957 (2020-21: £68,246).

We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.

90%

90% of delegates on our Blue Light training courses rated it as "excellent" and 5% rated it as "very good".

8. Alcohol at work



Our work to create healthier drinking cultures happens not just through national and community cultures but also through workplaces. After all, workplaces are mini cultures. Ensuring a healthy approach to alcohol at work can improve wellbeing, safeguarding, inclusivity, productivity and employee engagement. We offer a wide range of services and support.

Highlights

The programme has successfully attracted many clients across multiple sectors and continues to grow in popularity. Clients this year included:



Ensuring a healthy approach to alcohol at work can improve wellbeing.



Example

A major national institution within the financial sector

We were approached by a major national financial institution to support them to encourage their colleagues to think and talk about their relationship with alcohol within the workplace.

"Colleagues were struggling alone, due to the stigma that surrounds alcohol, which is impacting on their mental health and work productivity. With the support of Alcohol Change UK, we have delivered Mindful Drinking talks to many colleagues and specific training for wellbeing champions to provide them with the confidence to raise alcohol in conversations and to support colleagues with advice on reducing alcohol consumption where they are in a higher-risk category."

The feedback we received from colleagues was overwhelming, with many now having open conversations with their team about alcohol. We have since set up a weekly group to meet to talk and share their experiences. Several colleagues are now alcohol-free or moderating. We're also developing better online information to help both colleagues and team leaders which directly links to the Alcohol Change UK website."



Participants' comments included:

- *"It's the first time I've been aware of anything like this – I'm sure there will be lot of people like me, just starting to feel they don't like their drinking."*
- *"I've already had a team member emailing saying they are going to look to reduce their drinking."*
- *"It's so good that you are bringing these conversations out into the open as there's so much stigma around alcohol and the problems it can cause. It is so normalised to drink and so many people struggle in silence."*

26 + 1

26 clients (2020-21: 16).
One new associate

£45,102

£45,102 income (2020-21:
£12,704; 2019-21: £7,440)

900

Over 900 people viewed
our webinars.

4

Four new webinars: 'Alcohol and the menopause', "It'll never happen to me": the real experience of alcohol dependence', 'Alcohol at work and the role of employers', and 'Working from home, alcohol and you'.

We offer a wide range
of services and support.



We work for a world free
from the serious harm
caused by alcohol.

2019–2024 strategy

Top level impacts

2021–22 was the third financial year of our five-year strategy, which commits us to five top level impacts that must happen if we are to reduce alcohol harm.

The work programmes that deliver this impact

Improved knowledge <ul style="list-style-type: none">• Research and innovation• Engagement	Better policy and regulation <ul style="list-style-type: none">• Policy and influencing• Engagement	Shifted cultural norms <ul style="list-style-type: none">• Culture change• Alcohol at work• Engagement	Improved drinking behaviours <ul style="list-style-type: none">• Information and advice• Behaviour change	More and better support and treatment <ul style="list-style-type: none">• Policy and influencing• Improving alcohol treatment
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Internal developments

Our strategy also commits us to four major internal developments that will help us, as a charity, to be as strong as we can be and best able to deliver these impacts. We do, of course, make dozens of smaller-scale improvements every year to the way we are run, but these four developments are our multi-year, strategic priorities.

Fundraising <ul style="list-style-type: none">• Creating sustainable income growth to break even by 2024	Impact assessment <ul style="list-style-type: none">• Being able to know, grow and show the difference we make	Data management <ul style="list-style-type: none">• Having the knowledge we need at our fingertips	Risk management <ul style="list-style-type: none">• Being able to confidently negotiate a higher risk environment
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2021-22 objectives: how did we do?

In our 2020-21 Annual Report and Accounts, we outlined 27 primary reportable objectives for 2021-22 and promised to report on our progress. (These primary reportable objectives do not cover the entirety of our work.) One objective was not successful (✘), six objectives were delayed to 22-23 (⌚), and the other 20 objectives were successful (✔), achieving or exceeding their targets.

Programme or area	2021-22 objective	How did we do?
Research and innovation	1. Secure extra funding for work in Wales	✔ Welsh Government awarded additional funding for 21-22 for the roll-out of the Blue Light approach in Wrexham and Flintshire
	2. Commission framing research	✔ Very strong partnership commissioned
	3. Hold national conference in Wales	✔ 97% rated it as great (55%) or good (42%)
Engagement	4. Grow our number of online campaigners	✔ 4k+ joined from Care2 and 280 through our website
	5. Engage with Ambassadors & Patrons	✔ Welcomed Millie Gooch, Dave Wilson, Catherine Gray and Caggie Dunlop as Ambassadors.
	6. Deepen Community Champions project	✔ Welcomed 30 new Community Champions
Policy and influencing	7. Influence UK Govt on alcohol price reform	✔ Met Treasury officials and Minister; positively influenced Duty Review
	8. Influence Welsh & UK Govts on alcohol labelling	✔ Met Public Health Minister; provided evidence & solutions
	9. Influence UK Govt on funding for alcohol treatment	✔ Contributed to Dame Carol Black review which increased funds
Information and advice	10. Full review of web content	⌚ Delayed to 22-23 due to significant staffing disruption
	11. Deliver Alcohol Awareness Week 2021	✔ Over 5,000 groups took part in 'Alcohol and relationships'
Culture change	12. Ready to launch a culture shift campaign	⌚ Delayed to 22-23 due to significant staffing disruption
Behaviour change	13. At least one experiment for growing Dry January sign-ups	✔ New approach to social media marketing gave useful learning
	14. Implement Missions and Journaling in Try Dry app	✔ Missions and 'favourites' added. Donations journey enhanced
	15. Grow Sober Spring sign-ups	✔ 6,433 people chose the SS21 goal in Try Dry (2020: 3,352)
Improving alcohol treatment	16. Launch 'Safeguarding' and 'Assertive Outreach' guides	⌚ Partial success. 'Safeguarding' launched, 'Assertive Outreach' delayed
	17. Increase sales of Blue Light training	✔ Sales of £117,957 (2020-21: £68,246)
Alcohol at work	18. Increase sales of Workplace training	✔ Sales of £45,102 (20-21: £12,704)
	19. Pilot audits/policy reviews	✘ No companies purchased these
Fundraising/Income	20. Grow Dry January Global income	✔ Welcomed three new global partners: USA, Iceland, Norway
	21. Decision on individual giving (IG)	✔ Demonstrated cold direct mail recruitment not cost-effective
	22. Secure corporate partners	✔ Welcomed four Dry January corporate partners on board
Impact assessment	23. Know, grow and show our impact	⌚ Delayed to 22-23 due to significant staffing disruption
Communications	24. Experiment with paid social media year-round	⌚ Delayed to 22-23 due to significant staffing disruption
	25. Website structure refresh and content strategy	⌚ Delayed to 22-23 due to significant staffing disruption
Finance	26. Long-term financial scenario planning	✔ New long-term financial scenarios thoroughly considered
	27. Retender our investment management	✔ New investment principles and new provider in place

2021-22 challenges

Here we report on the most significant challenges faced by the charity from 1 April 2021 to the present.

COVID-19

The pandemic continued to affect our work in this financial year. Most importantly, it led to an increase in the number of people experiencing alcohol harm, so the call on our support was greater than ever. Secondly, it negatively affected our income: our events fundraising, our investments, and particularly our Alcohol at Work training and consultancy all suffered. This was behind us not achieving any sales of 'alcohol at work audits' (objective 19). Thirdly, most of the team spent most of the year working at home, which in general did not negatively affect productivity and efficiency, and may even have improved them, but did negatively affect wellbeing and workplace culture. We worked very hard to ameliorate these effects through a range of measures.

Staffing

We faced significant personnel challenges, with the departures of three Directors (one whose post was made redundant and two of whom took up new roles elsewhere) and the loss of our Behaviour Change Programme Manager in February 2022. While we recruited successfully to the two vacant Director roles, with the new post-holders both joining in January 2022, there were significant gaps in personnel over the critical September to December 2021 period.

Our CEO expertly covered the work of the Director of Research and Policy role and also covered for the Behaviour Change Programme Manager role from January to September 2022, but this forced him to delay our work on impact (objective 23) to the second half of 2022-2023 and delayed one of our Blue Light guides (objective 16). Our Senior Communications Manager temporarily stepped up as Director of Communications and did an excellent job, but we were not successful in bringing in temporary cover of adequate quality or capacity to backfill her role. This affected progress on our communications and behaviour change work programmes, with four planned objectives (10, 12, 24 and 25) pushed back to 2022-2023.

Policy environment

From 1 April 2021 to 31 March 2022, the UK Government appeared to remain unwilling to undertake meaningful policy action to prevent alcohol harm, although there were some positive moves in relation to alcohol duty reform. While national policy action on alcohol harm can be affordable, effective, popular, and make a huge positive difference to people, families, communities and wider society, we continue to struggle to persuade the government of this, not least because the government is heavily lobbied by a very wealthy alcohol industry acting in its private interests. The effectiveness of our

policy work, in this context, is inevitably more limited than if the Westminster Government had a different approach and put the interests of citizens solidly above those of the alcohol industry. In response, we focus a significant amount of our energy on making the case for action and

building long-term support. We also support policy activity in Scotland and Wales where the governments have an approach to policy that is more based on the needs of the population and less susceptible to lobbying from wealthy private interests.



2022-23 plans: what we will be doing

Our 2022-23 Annual Plan contains 30 objectives that we aim to deliver in the year, against our eight work programmes, our four internal developments, and our three critical functions of communications, finance and people. These are our primary reportable objectives but do not cover the entirety of our work. We will transparently report against these in next year's annual report and accounts.

2022-23 objectives	
1.	Keep our Framing Research on track including establishing a high-profile Reference Group
2.	Develop our campaigning programme by enhancing our use of our campaigners
3.	Diversify the profile of our volunteers, in particular in terms of race
4.	Recruit a Patron or additional Ambassador
5.	Influence UK government and English Local Authorities to improve funding and policy around alcohol treatment
6.	Influence UK government to implement measures to increase the price of alcohol
7.	Influence UK government to act on marketing and labelling
8.	Influence police forces, Home Office, Police and Crime Commissioners, and others to increase compliance with the law on underage online alcohol sales
9.	Build stronger ongoing journeys for website visitors
10.	Plan major culture shift campaign for 2023
11.	Develop multi-channel marketing growth strategy for Behaviour Change
12.	Explore project to engage hospitality industry in Dry January
13.	Try Dry app developments including journaling and helpful new static content
14.	Improve Behaviour Change year-round, with anytime email journey and better integration between Try Dry, emails, and Facebook groups
15.	Launch online learning platform for our training programme
16.	Increase sales of alcohol at work products and services
17.	Recruit and train new associate trainers for Improving Alcohol Treatment
18.	Publish new "Blue Light" guide on Assertive Outreach
19.	Increase sales of Blue Light and 'safeguarding' training and consultancy
20.	Place the Impact project back on track
21.	Begin implementing Equality Diversity Inclusion and Belonging action plan
22.	Develop and grow Community and Challenge Events Fundraising
23.	Develop and grow relationship fundraising
24.	Develop and grow income from corporate partnerships
25.	Develop a new Trusts and Foundations programme
26.	Grow income Dry January Global by bringing at least one additional country on board
27.	Develop a charity-wide marketing strategy
28.	Complete website structure refresh and content strategy
29.	Produce revised financial projections taking into account the total returns approach
30.	Complete the transfer to CCLA of our investments

2021-22 overview

2021-22 was year three of our five-year financial strategy. That strategy aims to achieve long-term financial sustainability by diversifying and growing income streams while keeping expenditure under control. Our operating deficit (before gains and losses on investments) for 2021-22 was £1,056k (2020-21: £893k). This jump in our deficit compared to last year was mainly caused by:

- A strong increase in annual income of £218k or 28% (2020-21: drop in income of £80k or 9%).
- Our expenditure on research grants fell £241k because 2020-21 was the year of our tri-annual New Horizons research awards, whereas 2021-22 wasn't.
- Non-research expenditure was well controlled, increasing only £133k or 11% (2020-21: £52k or 4% non-research expenditure growth).
- Our main office was valued £451k less than the year before and this one-off reduction in the asset is counted as 'expenditure' (we did not 'spend' this money).

If one sets aside the one-off drop in our office property valuation, our underlying deficit was £605k, which is £288k lower than the 2020-21 deficit of £893k, a 32% drop in the underlying deficit (2019-20 to 2020-21 saw a 71% increase in the deficit). Our total investment gain (made up of both a £559k gain in our invested funds and a £191k drop in the valuation of our investment property) in the year was £368k (2020-21: £1,508k gain), so our overall net

position was an underlying deficit of £237k (2020-21: £615k surplus).

Income

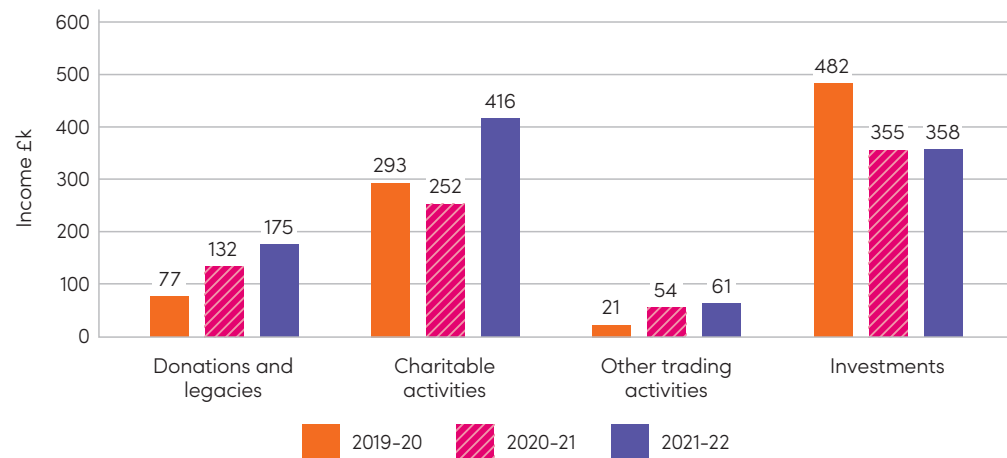
Total annual income before the investment gain was £1,011,647 (2020-21: £793,224; 2019-21: £872,831). After the investment gain, our income was £1,379,949 (2020-21: £2,301,393; 2019-21: -£196,888).

The chart shows how our income has changed over the three years of our financial strategy to date. The drop in investment income has largely been driven by circumstances outside of our control – the pandemic and then the Russian invasion of Ukraine – which strongly justifies our strategy of diversifying income streams. From year one (2019-20) to year three (2021-22), investment income dropped £124k (26%) but income from other sources grew £259k. From year one to year three, income grew 127% from donations and legacies, 41% from charitable activities, and 190% from other trading activities.

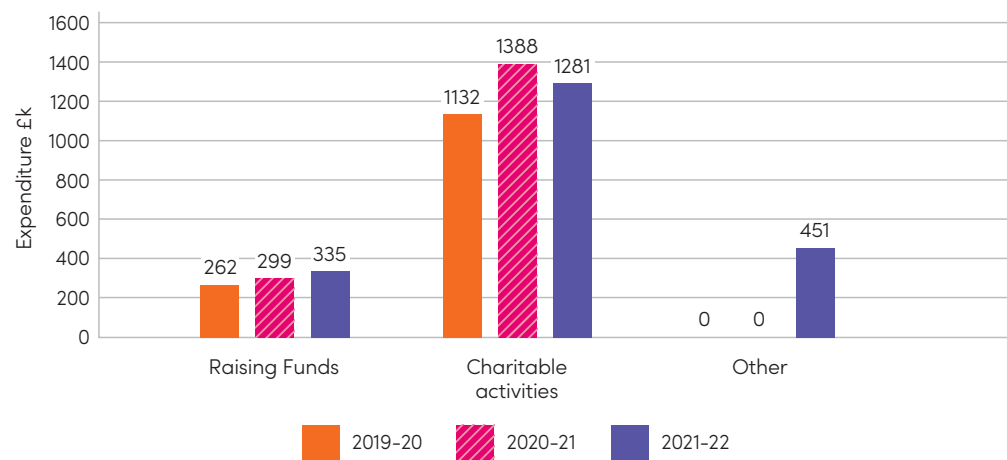
Spending

Total expenditure was £2,068k (2020-21: £1,686k; 2019-20: £1,394k), an increase of £382k. This increase was largely driven by the £451k loss in the value of our office property. We have not sold our office. The expenditure chart shows how the two main categories of expenditure changed between 2019-20 and 2021-22, plus the additional effect of the office revaluation in 21-22.

Income 2019-22



Expenditure 2019-22



Property

The charity owns both the office that we occupy (ground floor) and an investment property (basement and terrace) that we rent out. The investment property was revalued in March 2022 at £191k lower than the previous valuation. The sub-lease ended in August 2022. We have now (25 November 2022) welcomed a new tenant at an index-linked rental income starting at £38k per year (plus service charges). The charity's office was also revalued in March 2022 at £451k lower than last year. The surveyors indicated that the impairment of £451k on the office (leasehold property) was primarily due to the profound impact of the pandemic and Government lockdown restrictions on the economy and commercial property market and the particular uncertainty as at March 2022.

Investment income and value

Income from our investment portfolio was £304,901 (2020-21: £305,407; 2019-20: £430,507) which constituted 30% of our income (2020-21: 39%; 2019-20: 49%). Income from our rental (investment) property was £53k. The value of listed investments at 31 March 2022 was £10,522,409 (31 March 2021: £10,517,112; 31 March 20: £10,109,280) excluding cash. The capital gain was £559,303 and during the year £400,000 worth of capital was withdrawn as cash to cover our deficit. Capital investment total return was 8.22% (2020-21: 18.6%).

Investment management

Our investment policy and investment management arrangements were completely overhauled in 2021. The board reviewed our investment policy, strategy, and ethics; and retendered the management of our investments. In June 2021, we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. This should allow us to at least maintain the real value of our assets while funding annual expenditure from the fund of 2.5% to 4.0% per annum.

Having discussed the charity's reliance on public support, the Board decided to move beyond the previous approach (avoiding investing in alcoholic drinks and tobacco) and to avoid investments in any company with over 5% of its income from:

- Tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing and intensive farming.

Finally, the board agreed to retender its investment management, in line with good practice, as this had not been done for at least ten years. As a result of that exercise, the board agreed in September 2021 to

appoint CCLA to manage its investment funds. The transfer process from Investec to CCLA was completed by August 2022.

Reserves policy

Context

Our reserves at 31 March 2022 were £10,846,172 (31 March 2021: £10,848,306; 31 March 2020: £10,212,984). We use a risk-based approach to set our reserves policy. Our current high level of reserves relative to our expenditure is a function of our unusual financial situation and unusual financial risks. Following the merger in 2017 between Alcohol Research UK and Alcohol Concern, we became a larger, more resource intensive and more impactful charity with impact-related expenditure that significantly exceeded income. We are following a sustainable strategy to grow income and reduce this deficit. We are currently running planned deficits, funded from our reserves, which allow us to:

- invest in fundraising growth in order to diversify and grow income with a view to breaking even in the medium-term,
- continue to deliver a significant reduction in alcohol harm, maintaining a full range of vital programmes to achieve our charitable purposes and strategy.

This major investment in fundraising growth sees Alcohol Change UK transitioning from its previous 'endowment-type' model (in which investment capital was retained,

investment income was spent on research grants, and our impact could never increase) to an income generation model in which investment income forms just one of a more diverse range of income streams, enabling us to grow our total income in time and so have much greater impact.

Policy

During this transition period it is our policy to hold a high level of reserves in order to deliver impact, invest in income growth, service our deficits and generate a good level of investment income. Once our other income streams have grown to the point that our deficits are significantly smaller, the board intends to substantially reduce the level of reserves and to use this capital to drive further growth in both income and impact. By supporting us financially, stakeholders and supporters both reduce alcohol harm faster and enable us to reduce our reserves more rapidly.

Future financial plans

In May 2021, the executive team and board of trustees conducted a thorough review of our longer-term financial plans and possible scenarios. We confirmed that, while we are unlikely to break-even by the end of 2023-24, we are on track to break even by 2027-28, if not sooner. And we are looking to break even at a higher level of income, expenditure and impact. The board reaffirmed its commitment to transitioning from our historic endowment-type model

where no significant growth in impact is possible, to an income-generating model in which growth in impact can happen. Although 2021-22 was the third year of our financial strategy, it was only our second full financial year of fundraising. We have already developed a highly diversified income portfolio with income from financial investments, our rental property, trading, consultancy and training and multiple types of fundraising. We are starting to build our brand and supporter base and have needed to expand our fundraising team to take advantage of the opportunities open to us. For the next final two years of this financial strategy (2022-23 and 2023-24) we have planned for significant income growth, alongside continued controlled growth in spending, with a view to making meaningful reductions in the deficit while continuing to deliver impact. Early indications (at 25 Nov 2022) for 2022-23 are positive, with income in line with our ambitious growth budget across fundraising, trading, consultancy and training.

Going concern

The board has assessed the charity's ability to continue as a going concern for the foreseeable future. We have considered a wide spectrum of internal and external risks, including external shocks, operational plans, budgets, and financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.



How we are run

About the charity

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of 12 trustees and employ a professional staff team of 21 people (25 November 2022) to deliver our work. We also engage with thousands of other people who support the cause of reducing alcohol harm.

Our purpose and public benefit

The charity's objects (its official charitable purpose as set out in its governing document) are "The reduction of alcohol-related harm to individuals, families and communities." We work for a society that is free from the serious harm caused by alcohol. Our mission is to reduce alcohol harm in the UK.

We actively refer to the Charity Commission's guidance on public benefit when reviewing the charity's strategy and aims, in planning activities and in making grants. Alcohol Change UK exists to benefit the public by undertaking charitable activities which help to reduce alcohol harm for people across the UK. This covers many millions of children and adults in the UK. We also benefit broader society, for example by campaigning to implement policies which reduce the societal costs of alcohol harm, which are estimated to exceed £27bn in the UK each year. Our charitable activity is

diverse, reaching a broad public audience, not least the Dry January® campaign and our engaging and accessible public-facing website.

One of our charitable activities is making research grants to other institutions and individuals. Our grant programmes are carefully designed to deliver public benefit. We make the research findings publicly accessible through our website and require that research published in academic journals is made, as far as possible, publicly available through the open access scheme. Any benefit, whether financial or to their career or reputation, received by researchers or research institutions through our grants, is strictly co-incidental to the objects of our work. We do not make grants with the aim of delivering any such private benefit.

Our values

We seek to live by and hold ourselves accountable against these three values, every day:

Truthful.

We seek and tell the truth.

Compassionate.

We care deeply about everyone seriously harmed by alcohol, whoever they are.

Ambitious for change.

We are optimistic and determined.

Governance and leadership

Board

We are governed by a board of trustees who are all volunteers and who, collectively, have expertise in health communications, charity finance, senior management, income generation, commissioning services, marketing, and academic research. Many of them have professional expertise in alcohol issues and/or personal experiences of alcohol harm and all of them are deeply committed to reducing alcohol harm. The trustees set the overall direction and strategy of Alcohol Change UK and appoint the chief executive officer. They support and challenge the chief executive officer and monitor the charity's performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members. The board regularly assesses itself against the Code of Good Governance and works to constantly improve its performance.

Membership of the board

Our memorandum and articles of association (our legal governing document) allow a maximum of 15 trustees at any one time. On 1 April 2021, we had ten trustees. During the year, two stood down and one new trustee was recruited, so on 31 March 2022 we had nine trustees. Three further trustees have been appointed since the financial year end, so we currently (at 25 November 2022)

have 12 trustees. In 2022, we implemented a previously agreed change to the terms of office for trustees. Trustees may now serve a maximum of three, rather than two, three-year terms. The charity has 'members', who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

Recruitment, induction and development

Trustees are recruited using open recruitment process. Vacancies are widely advertised and we work hard to broaden the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, a full induction pack of key documents, and a training session on the roles and duties of trustees. Trustees are also offered opportunities for ongoing learning and development, both through collective sessions provided to the board as a whole and through a budget enabling individual trustees to access training and attend conferences.

Meetings

Full board meetings occur four times a year. During the early part of 2021-22, these were held via video conference due to COVID-19 containment measures but we moved to hybrid meetings from 4 October 2021.

Sub-committees

During the year we operated four sub-committees which support and challenge the executive team in more depth than is possible at full board meetings. Sub-committees do not generally have delegated decision-making powers but may recommend a course of action or a decision to the full board. However in March 2022 the board resolved that sub-committees may take decisions to approve certain operational policies, to prevent such policies leading to excessively heavy board meeting agendas, while retaining control of certain key policies, e.g. investment policy.

- The *research and policy* sub-committee oversees our research programme, grant awards, policy positions and priorities, and influencing activity.
- The *impact and income development* sub-committee oversees fundraising, communications, behaviour change and consultancy and training.
- The *finance, audit, investment and risk* sub-committee oversees finance, audit, risk, facilities and investment.
- The *governance and people* sub-committee oversees governance and HR matters, including leading on trustee and CEO recruitment.

Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the board of trustees and the responsibility for

implementing strategy and for day-to-day management is delegated to the chief executive. The chief executive in turn delegates authority to their team and through them to individual budget-holders and team members. This is all set out in a detailed delegation of authority policy which is regularly reviewed.

Executive team

An executive team is formed by the chief executive officer, if they wish, in order to advise them and to ensure different teams across the charity are working as a coordinated single team. At 25 November 2022, the executive team consisted of the CEO, Director of Wales, Director of Research and Public Affairs, Director of Fundraising and Engagement, Director of Marketing and Communications, Head of Finance, and Head of Office, People and Governance.

Staffing

At 31 March 2022, the charity employed 17 staff and at 25 November 2022 we employed 21 staff. All staff are supported to develop personally and professionally, and we work hard to develop and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.

Pay policy

Alcohol Change UK implemented a new, fairer and more transparent pay and grading policy in 2019 which introduced defined pay grades and pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). Pay levels are benchmarked against similar roles for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay in the middle of the benchmarked range. The most recent benchmarking exercise was undertaken in May to June 2019. Staff are paid according to the grade of their post, and posts are graded according to a published job evaluation system. There are five pay points within each grade and staff are paid based on their pay point, which is reviewed annually by the CEO in liaison with their line manager, based on market demand for the post and the post-holder's level of and improvement in knowledge and skills. Annually, the Board determines whether salaries should be adjusted to reflect changes in the cost of living with reference to the published February rate of the consumer prices index including housing (CPI-H). Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries.

Chief Executive Officer's pay

The CEO, like all staff, generally receives a cost of living increase annually, based on the rate of CPIH that applies in February each year, and applied from the 1 April

following, but the trustee board reserves the right not to award this (i) in circumstances of financial concern where awarding the inflationary uplift would not be in the charity's interests, (ii) to postholders whose performance is being managed with a view to improvement or who are subject to a disciplinary process, or (iii) for any other reason, at the board's discretion.

It is the board's policy to pay its Chief Executive in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for similar posts, and (v) practical issues such as the hours worked and the location of our head office. The Governance & People sub-committee annually benchmarks the CEO's pay against the ACEVO pay salary. Given the national profile of the charity, not least the Dry January campaign and our role in national policymaking, the considerable assets, complexity and relationships managed, and our London Head Office, we currently benchmark against the upper quartile of charities with an income of £5m-£9.99m and we generally seek to ensure that CEO pay is within a range no less than 3% below and no more than 3% above that. In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance, the charity's financial context, and other relevant matters. It makes a recommendation to the full board.

The board retains absolute discretion to set CEO pay outside these limits and to accept, amend or reject the sub-committee's recommendations.

The CEO's pay was last reviewed in April 2022. During 2021-22, the ratio of the chief executive's salary to the median salary within the charity was 2.3:1 (2020-21: 2.2:1) and the ratio to the lowest salary within the charity was 4.1:1 (2020-21: 3.6:1).

Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts on the meeting agenda. We have no conflicts of interest to report for 2021-22.

Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who care passionately about reducing alcohol harm. We consistently listen to them on a wide range of matters, through large-scale surveys, listening exercises, and in-depth pieces of advice on specific issues.

We also established, in 2019, a new Expert Advisory Panel. This is a standing panel of experts in a range of areas and is used by both our board of trustees and staff team

to ensure we are well-informed on key issues. It currently contains people with academic expertise and people with personal experience of alcohol harm and we will be expanding the panel over time to include expertise in other areas including the commissioning and provision of alcohol treatment.

Thirdly, as a charity we access professional advice as needed, for example from lawyers, HR advisors, digital experts, experts in race equalities, and so on.

Diversity equality and inclusion

One of our three core values is compassion: caring about everyone who might suffer from alcohol harm, whoever they are.

Equality and inclusivity are therefore central to who we are. We believe that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion. And we want everyone who works for the charity to feel as though they belong.

We have made positive efforts to diversify both our board and staff team over the past year. A confidential staff survey showed our workforce to be more diverse than the general population in terms of religion, ethnicity, and sexual orientation but less diverse on age and (dis)ability. We also employ many more women than men. A similar survey of our board showed that in most areas monitored, Alcohol Change



UK's board is less diverse than the general population with an over representation of trustees in the age brackets 35-44 and 65+.

All staff and trustees have been offered training in unconscious bias and anti-racism. We have in place both a dynamic and well-considered anti-racism action plan and a broader equality, diversity, inclusion and belonging action plan and

are actively implementing these plans and holding ourselves accountable for progress against them. These include accepting the historic role of organisations like ours in perpetuating inequalities and discrimination, and the need for fundamental change if we are to live up to our values and be genuinely anti-racist.

Managing risk

Risk management processes

As a charity, we do not seek to avoid risk. We focus on impact and seek opportunities for change, while understanding what risks we might face and how best to manage them.

In 2019–20 we adopted a new, robust approach to risk management, accompanied by a comprehensive and dynamic risk register. Risks are classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. At 25 November 2022, the register contained 3 A-level risks, 29 B-level risks and 22 C-level risks, a total of 54 risks at level C or above.

Our executive team considers whether any new risks have emerged at least once a month and reviews all risks in full at least every six months. Each sub-committee undertakes a full review of the risks within its remit annually, and the full board reviews the full register annually. The overall process of risk management is overseen by the finance, audit, investment and risk sub-committee.

Our key risks

The table shows the three highest scoring risks on our risk register at 25 November 2022.

Top three risks	Impact/5	Probability/5	Score (change from last year)	Mitigation actions in place or planned
Our policy work does not lead to changes due to lack of interest from the Government.	4 (Serious)	4 (Moderately likely)	16 (+4)	Identify policy asks that can be funded or are low cost; piggy back on other legislation; build support for our asks while waiting; deliver effective policy work in Wales.
Reduction in value of investment income due to downturn in investment markets.	3 (Moderate)	4 (Moderately likely)	12 (+3)	Clear and up-to-date investment policy with adequate diversification, strong investment management firm, cash requirements clearly communicated annually.
The Dry January® trademark is contested and not associated with Alcohol Change UK.	4 (Serious)	3 (Fairly likely)	12 (0)	Use specialist trademark lawyer; emphasise Alcohol Change UK ownership of Dry January in all external communications; in our marketing draw a super-sharp distinction between doing Dry January and just going dry alone in January.



Compliance

Safeguarding

We take our responsibility to provide a safe workplace extremely seriously. We work very hard to offer a positive, warm, and friendly working environment, with a clear policy supporting any staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website, through coming into contact with staff or trustees, or through the Try Dry® app and Dry January®. All staff and board members are DBS checked. Relevant website content is accuracy-checked prior to publication. Our Try Dry® app and broader Dry January® messaging contain repeated messages that anyone who experiences symptoms of withdrawal should not stop drinking suddenly and should seek immediate medical attention. We have had no reports of any medical emergencies resulting from Dry January®, but we work to continually enhance our messaging to reduce such risks further.

Data protection

We had 0 reportable data incidents during the 2021-22 financial year. We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually. Clear processes are in place and frequently communicated.

Fundraising

In 2021-22, we had 0 fundraising complaints. We pride ourselves on very high fundraising ethics. We know that many people actively want to reduce alcohol harm, faster, for more people. We make it as easy as possible for people to do so, in the ways that work best for them. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource to fundraising agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their will. We do not currently undertake telephone, door-to-door or face-to-face fundraising, but should we do so in future, would ensure we have robust policies in place to protect any vulnerable person we encounter. Any postal and email fundraising appeals are limited; and are only sent to contacts who are existing supporters and/or where we have full permission to contact. We are members of the Fundraising Regulator and work within the Code of Fundraising Practice.

Grantmaking

As members of the Association of Medical Research Charities we seek to adopt the highest standards of research grant-making. Grants over a certain value are only awarded after a thorough assessment process, generally including advice from members of our Expert Advisory Panel, with a process overseen by our research and policy sub-committee and with ultimate decisions made by our full board of trustees. Smaller grants can be made by executive team members within agreed limits in line with our delegation of authority policy. The payment of grants is linked to project milestones and we carefully assess the progress of research projects before releasing funds. Projects that are not progressing to plan can and do have their payments delayed or withdrawn. We also support our grant holders wherever possible to anticipate and resolve problems as early as possible.

Memberships

During the financial year, we were members of the Association of Medical Research Charities, Charity Comms, the National Council for Voluntary Organisations, Euro-care (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance.

Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity 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 and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which 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 in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

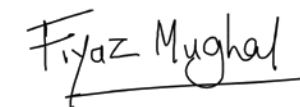
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with regulations made under the Companies Act 2006 and the Charities Act 2011. 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.

Insofar as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 25 November 2022 and signed on their behalf by



Fiyaz Mughal, OBE
Chair of the Board of Trustees

Independent auditor's report to the members of Alcohol Research UK

Opinion

We have audited the financial statements of Alcohol Research UK (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related 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 charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, 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 charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

1. We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
2. We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
3. We inspected the minutes of trustee meetings.
4. We enquired about any non-routine communication with regulators and reviewed any reports made to them.
5. We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

6. We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
7. We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: 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 charity'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 charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Rob Wilson FCA
(Senior Statutory Auditor)

25 November 2022

For and on behalf of:

Godfrey Wilson Limited
Chartered accountants and statutory
auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD



Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations and legacies	2	174,550	–	174,550	116,637	15,000	131,637
Charitable activities:	3						
Research and innovation		100	67,138	67,238	–	63,286	63,286
Policy and influencing		19,074	57,067	76,141	13,289	53,793	67,083
Culture change		–	43,639	43,639	–	41,136	41,136
Information and advice		100	–	100	–	–	–
Behaviour change		65,805	–	65,805	–	–	–
Improving alcohol treatment		117,957	–	117,957	68,246	–	68,246
Alcohol at work		45,102	–	45,102	12,704	–	12,704
Other trading activities	4	61,488	–	61,488	54,162	–	54,162
Investments	5	358,345	–	358,345	354,660	–	354,660
Other		1,281	–	1,281	310	–	310
Total income		843,803	167,844	1,011,647	620,008	173,216	793,224
Expenditure on:							
Raising funds:							
Donations and legacies		283,959	–	283,959	231,365	–	231,365
Investment management costs		51,195	–	51,195	67,190	–	67,190
Charitable activities:							
Research and innovation		168,925	69,541	238,466	380,154	61,048	441,201
Engagement		85,165	–	85,165	47,316	–	47,316
Policy and influencing		153,073	57,986	211,059	129,574	57,924	187,497
Culture change		19,480	39,117	58,597	45,427	39,245	84,672
Information and advice		79,216	–	79,216	38,674	–	38,674
Behaviour change		379,596	–	379,596	408,572	15,000	423,572
Improving alcohol treatment		115,523	–	115,523	89,707	–	89,707
Alcohol at work		113,859	–	113,859	75,221	–	75,221
Other expenditure:							
Impairment cost	14	451,002	–	451,002	–	–	–
Total expenditure	6a	1,900,993	166,644	2,067,637	1,513,199	173,216	1,686,415
Net income/(expenditure) before gains/(losses) on investments		(1,057,191)	1,200	(1,055,991)	(893,191)	–	(893,191)
Net gains/(losses) on investments	15	559,303	–	559,303	1,508,169	–	1,508,169
Loss on revaluation of investment property	16	(191,000)	–	(191,000)	–	–	–
Net income/(expenditure) for the year	9	(688,888)	1,200	(687,688)	614,978	–	614,978
Transfers between funds	19a	–	–	–	–	–	–
Net movements in funds		(688,888)	1,200	(687,688)	614,978	–	614,978
Reconciliation of funds:							
Total funds brought forward		13,172,004	–	13,172,004	12,557,026	–	12,557,026
Total funds carried forward	19a	12,483,116	1,200	12,484,316	13,172,004	–	13,172,004

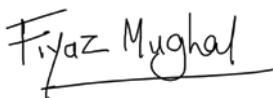
All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

Balance sheet

As at 31 March 2022 | Company no. 07462605

	Note	2022		Restated 2021	
		£	£	£	£
Fixed assets:					
Tangible assets	14		1,128,144		1,622,699
Investments	15		10,522,409		10,517,112
Investment property	16		510,000		701,000
			12,160,553		12,840,811
Current assets:					
Stock		7,836		8,277	
Debtors	17	177,857		114,814	
Cash at bank and in hand		633,872		679,147	
		819,565		802,238	
Liabilities:					
Creditors: amounts falling due within one year	18	(495,802)		(340,014)	
Net current asset			323,763		462,224
Total assets less current liabilities			12,484,316		13,303,035
Creditors: grants payable due after one year	8a		-		(131,030)
Total net assets			12,484,316		13,172,004
The funds of the charity:					
Restricted income funds:	19a				
		-	1,200	-	-
Unrestricted income funds:					
General funds		12,483,116		13,172,004	
Total unrestricted funds		12,483,116		13,172,004	
Total charity funds		12,484,316		13,172,004	

Approved by the board of directors on 25/11/2022 and signed on their behalf by:



Fiyaz Mughal OBE. Chair of the Board of Trustees

The 2021 comparatives have been restated to include the cash held within the investment portfolio as a current asset.

Statement of cash flows

For the year ended 31 March 2022

	Note	2022		2021	
		£	£	£	£
Cash flows from operating activities					
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		(687,688)		614,978	
Depreciation and impairment on fixed assets		495,154		40,538	
(Gains)/losses on revaluation of investments		(559,303)		(1,508,169)	
Losses on revaluation of investment property		191,000		-	
Dividends, interest and rent from investments		(358,345)		(354,660)	
Decrease/(increase) in stocks		441		(964)	
(Increase)/decrease in debtors		(63,043)		134,922	
Increase/(decrease) in creditors		24,757		148,807	
Net cash used in operating activities			(957,027)		(924,548)
Cash flows from investing activities:					
Dividends, interest and rent from investments		358,345		354,660	
Purchase of fixed assets		(600)		(20,194)	
Proceeds from sale of investments		1,753,664		2,093,796	
Purchase of investments		(1,199,657)		(1,364,799)	
Net cash provided by investing activities			911,752		1,063,462
Change in cash and cash equivalents in the year			(45,275)		138,914
Cash and cash equivalents at the beginning of the year			679,147		540,233
Cash and cash equivalents at the end of the year			633,872		679,147

Alcohol Change UK has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies**a) 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 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company 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 or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

Key assumptions and estimations were made from external professional parties for the significant transactions relating to the building impairment and the investment property loss.

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

b) Going concern

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The charity has cash reserves of £633,872 and net assets of £12,484,316. More information on this is provided in the Trustees' Annual Report.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) 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.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

f) 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 raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose and investment manager fees.
- Expenditure on charitable activities includes the costs of our programmes: research and innovation, engagement, policy and influencing, culture change, information and advice, behaviour change, improving alcohol treatment and alcohol at work, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

g) Allocation of support costs

Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities.

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

	2022	2021
• Raising funds	17%	15%
• Research and innovation	15%	11%
• Engagement	8%	6%
• Policy and influencing	16%	11%
• Culture change	4%	4%
• Information and advice	8%	4%
• Behaviour change	20%	37%
• Improving alcohol treatment	7%	6%
• Alcohol at work	5%	6%

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)**h) Grants payable**

Grants which have been authorised and paid are included as expenditure in the Statement of Financial Activities. Grants which have been authorised but not yet paid are accrued in the balance sheet and are included within creditors falling due within one year or after one year (as appropriate).

i) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. The building is defined as a mixed use property as it is partly used for charitable activity, and partly leased out as an investment. The proportion held for charity use is recognised at historic cost less impairment, and the proportion held for investment is recognised at market value as described in note 1 (m) below.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Land	Not depreciated
• Leasehold property	50 years
• Office equipment	3 years
• Furniture & fixtures	3 years
• Software	3 years

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Investment income

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

m) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities. The valuation method used to determine fair value will be stated in the notes to the accounts.

n) Stock

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

o) 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.

p) Cash and cash equivalents

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.

q) 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.

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Grants payable due after one year are payable within one to three years of the balance sheet date.

s) Foreign exchange transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

t) Pensions

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements

For the year ended 31 March 2022

2. Income from donations and legacies

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Donations from individuals and trusts	174,550	–	174,550	116,637	15,000	131,637
	174,550	–	174,550	116,637	15,000	131,637

3. Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Research and innovation						
• Welsh Government	–	62,510	62,510	–	60,374	60,374
• Other income	100	4,627	4,727	–	2,912	2,912
	100	67,138	67,238	–	63,286	63,286
Policy and influencing						
• Conference income	6,615	3,000	9,615	13,289	–	13,289
• Welsh Government	–	54,067	54,067	–	51,318	51,318
• Other income	12,459	–	12,459	–	2,475	2,475
	19,074	57,067	76,141	13,289	53,793	67,083
Culture change						
• Welsh Government	–	43,639	43,639	–	39,243	39,243
• Other income	–	–	–	–	1,893	1,893
	–	43,639	43,639	–	41,136	41,136
Information and advice						
• Other income	100	–	100	–	–	–
	100	–	100	–	–	–
Behaviour change						
• Other income	65,805	–	65,805	–	–	–
	65,805	–	65,805	–	–	–
Improving alcohol treatment						
	117,957	–	117,957	68,246	–	68,246
Alcohol at work						
	45,102	–	45,102	12,704	–	12,704
Total income from charitable activities	248,139	167,844	415,983	94,239	158,216	252,455

The charitable company receives government grants, defined as funding from the Welsh Government to fund charitable activities.

The total value of such grants in the period ending 31 March 2022 was £162,504 (2021: £150,936).

There are no unfulfilled conditions or contingencies attaching to these grants.

Notes to the financial statements

For the year ended 31 March 2022

4. Income from other trading activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Dry January licencing	50,064	–	50,064	46,269	–	46,269
Merchandise sales	11,424	–	11,424	7,893	–	7,893
	61,488	–	61,488	54,162	–	54,162

5. Income from investments

	2022 Total £	2021 Total £
Fixed interest		
Corporate bonds and British Government stocks	61,960	71,680
Overseas bonds	2,136	854
Equities – UK and overseas	240,805	232,873
	304,901	305,407
Investment property rental income	53,415	49,185
Bank deposit interest	29	68
	358,345	354,660

All income from investments is unrestricted.

Notes to the financial statements

For the year ended 31 March 2022

Cost of raising funds ■Charitable activities ■Other expenditures ■**6a. Analysis of expenditure (current year)**

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	Support and governance costs £	Leasehold Property impairment £	2022 Total £	2021 Total £
Staff costs (note 10)	115,906	983	112,392	41,354	126,086	38,416	39,513	109,551	35,272	26,383	149,599	–	795,456	740,104
Other staff costs	710	(201)	735	(80)	838	(643)	1,367	23,913	115	(26)	15,366	–	42,095	53,187
Board and committees	–	–	–	–	–	–	–	–	–	–	3,301	–	3,301	90
Buildings and office running costs	8,409	–	6,898	3,796	6,246	30	238	8,435	1,377	1,390	62,832	–	99,651	84,195
Conference and events	–	–	1,451	–	1,088	816	–	–	–	3,749	358	–	7,463	3,030
Depreciation	–	–	–	–	–	–	–	–	–	–	44,152	–	44,152	40,537
Leasehold Property impairment	–	–	–	–	–	–	–	–	–	–	–	451,002	451,002	–
External associates and advice	–	–	3,088	–	2,316	1,737	–	–	50,368	61,241	–	–	118,748	55,043
Fundraising expenses	85,865	–	–	10,341	–	–	–	–	–	–	2,752	–	98,958	88,565
Grants management and advisory panel costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Grants payable (note 8a)	–	–	(11,984)	–	–	–	–	–	–	–	–	–	(11,984)	218,375
Insurance	–	–	–	–	–	–	–	–	–	–	4,191	–	4,191	5,868
Investment costs	–	50,413	–	–	–	–	–	–	–	–	(8,000)	–	42,413	54,380
Legal and professional fees	1,109	–	–	–	–	–	–	–	–	–	23,243	–	24,352	39,048
Meeting costs	–	–	214	–	181	120	–	–	–	–	846	–	1,361	597
Other costs	287	–	906	12	2,213	3	(25)	31	11	97	2,764	–	6,301	2,903
Publications, communications and marketing	20,079	–	11,136	5,879	10,455	4,382	13,938	159,385	6,453	5,224	2,504	–	239,434	214,536
Research, policy and campaigns costs	40	–	66,899	18	13,458	2,574	19	17,707	17	12	–	–	100,743	85,956
	232,405	51,195	191,736	61,321	162,881	47,435	55,050	319,020	93,613	98,070	303,908	451,002	2,067,637	1,686,415
Support and governance costs (note 7a)	51,554	–	46,730	23,844	48,178	11,162	24,166	60,576	21,910	15,788	(303,908)	–	–	–
Total expenditure 2022	283,959	51,195	238,466	85,165	211,059	58,597	79,216	379,596	115,523	113,859	–	451,002	2,067,637	
Total expenditure 2021	231,365	67,190	441,201	47,316	187,497	84,672	38,674	423,572	89,707	75,221	–	–		1,686,415

Notes to the financial statements

For the year ended 31 March 2022

Cost of raising funds

Charitable activities


Other expenditures

6b. Analysis of expenditure (prior year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	Support and governance costs £	2021 Total £
Staff costs (note 10)	86,952	4,815	106,971	29,202	112,729	54,199	20,483	104,611	25,336	25,336	169,470	740,104
Other staff costs	377	88	653	523	752	679	215	16,404	595	19,347	13,555	53,187
Board and committees	-	-	-	-	-	-	-	-	-	-	90	90
Buildings and office running costs	13,636	11	1,114	16	3,797	48	264	5,717	266	266	59,059	84,195
Conference and events	-	-	1,205	-	1,033	774	-	-	-	-	18	3,030
Depreciation	-	-	-	-	-	-	-	-	-	-	40,537	40,537
External associates and advice	-	-	-	-	-	-	-	-	45,538	9,505	-	55,043
Fundraising expenses	73,132	-	214	-	183	137	-	14,899	-	-	-	88,565
Grants management and advisory panel costs	-	-	-	-	-	-	-	-	-	-	-	-
Grants payable (note 8a)	-	-	218,375	-	-	-	-	-	-	-	-	218,375
Insurance	-	-	-	-	-	-	-	-	-	-	5,868	5,868
Investment costs	-	62,380	-	-	-	-	-	-	-	-	(8,000)	54,380
Legal and professional fees	-	-	-	-	-	-	-	8,767	-	-	30,281	39,048
Meeting costs	-	-	110	-	95	71	-	-	-	-	321	597
Other costs	326	(459)	493	1	1,597	2	43	7	(2,763)	135	3,522	2,903
Publications, communications and marketing	13,508	316	8,504	474	7,721	3,591	7,202	163,547	2,174	2,071	5,428	214,536
Research, policy and campaigns costs	831	40	60,279	60	16,607	4,649	527	2,262	100	100	500	85,956
	188,763	67,190	397,918	30,276	144,514	64,150	28,733	316,215	71,246	56,760	320,650	1,686,415
Support and governance costs (note 7b)	42,602	-	43,283	17,041	42,983	20,522	9,940	107,357	18,461	18,461	(320,650)	-
Total expenditure 2021	231,365	67,190	441,201	47,316	187,497	84,672	38,674	423,572	89,707	75,221	-	1,686,415

Notes to the financial statements


For the year ended 31 March 2022

Cost of raising funds Charitable activities **7a. Analysis of support and governance costs (current year)**

	Donations and legacies £	Investment management costs £	Leasehold Property impairment £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2022 Total £	2021 Total £
Finance	13,667	–	–	11,670	6,321	12,234	2,555	6,406	16,059	5,808	4,185	78,906	78,945
Office and general management	4,276	–	–	4,902	1,978	4,765	1,503	2,005	5,025	1,817	1,310	27,580	26,681
IT, internet and telephones	7,897	–	–	7,389	3,653	7,553	1,839	3,702	9,279	3,356	2,419	47,088	49,228
HR and other professional fees	4,622	–	–	4,943	2,138	4,885	1,425	2,167	5,431	1,964	1,416	28,991	30,630
Buildings and premises	11,298	–	–	9,281	5,225	9,839	1,906	5,296	13,275	4,802	3,460	64,383	67,164
Support costs	41,761	–	–	38,186	19,314	39,275	9,229	19,575	49,069	17,748	12,789	246,948	252,648
Audit fees	1,920	–	–	1,428	888	1,560	240	900	2,256	816	588	10,597	9,563
Insurance	494	–	–	367	228	401	62	231	580	210	151	2,725	2,309
Legal advice	1,449	–	–	1,078	670	1,177	181	679	1,703	616	444	7,997	15,591
Board and committee meetings	620	–	–	461	287	504	77	291	728	263	190	3,421	134
Constitutional and statutory needs	318	–	–	236	147	258	40	149	373	135	97	1,753	5,039
Strategic management	4,992	–	–	4,974	2,309	5,002	1,333	2,340	5,866	2,122	1,529	30,467	35,367
Governance costs	9,793	–	–	8,544	4,529	8,902	1,933	4,590	11,507	4,162	2,999	56,961	68,002
Total expenditure 2022	51,554	–	–	46,730	23,844	48,178	11,162	24,166	60,576	21,910	15,788	303,908	
Total expenditure 2021	42,602	–	–	43,283	17,041	42,983	20,522	9,940	107,357	18,461	18,461		320,650

Notes to the financial statements

For the year ended 31 March 2022

Cost of raising funds Charitable activities **7b. Analysis of support and governance costs (prior year)**

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2021 Total £
Finance	10,953	–	9,730	4,381	9,853	4,377	2,556	27,602	4,746	4,746	78,945
Office and general management	3,057	–	4,574	1,223	4,343	2,416	713	7,705	1,325	1,325	26,681
IT, internet and telephones	6,310	–	7,104	2,524	6,961	3,485	1,472	15,902	2,734	2,734	49,228
HR and other professional fees	3,869	–	4,535	1,548	4,421	2,252	903	9,750	1,677	1,677	30,630
Buildings and premises	8,852	–	9,210	3,541	9,116	4,403	2,065	22,306	3,836	3,836	67,164
Support costs	33,041	–	35,153	13,217	34,694	16,934	7,710	83,264	14,318	14,318	252,648
Audit fees	1,402	–	1,028	561	1,075	421	327	3,533	608	608	9,563
Insurance	339	–	248	135	260	102	79	853	147	147	2,309
Legal advice	2,286	–	1,676	914	1,753	686	533	5,761	991	991	15,591
Board and committee meetings	20	–	14	8	15	6	5	50	9	9	134
Strategic management	4,775	–	4,621	1,910	4,621	2,152	1,114	12,034	2,069	2,069	35,367
Governance costs	9,561	–	8,131	3,824	8,289	3,588	2,231	24,093	4,143	4,143	68,002
Total expenditure 2021	42,602	–	43,283	17,041	42,983	20,522	9,940	107,357	18,461	18,461	320,650

Notes to the financial statements

For the year ended 31 March 2022

8a. Grant making (current year)

	Small grants £	Research and development grants £	Studentship grants £	2022 £	2021 £
At the start of the year	1,452	268,257	-	269,709	95,415
Awarded in year	-	-	-	-	241,114
Paid in the year	(1,028)	(64,419)	-	(65,446)	(50,016)
Grants cancelled	(424)	(11,172)	-	(11,596)	(16,804)
At the end of the year	-	192,666	-	192,666	269,709
Falling due within one year	-	192,666	-	192,666	138,679
Falling due after more than one year	-	-	-	-	131,030
Reconciliation of expenditure:					
Awarded in year	-	-	-	-	-
Grants cancelled	(424)	(11,172)	-	(11,596)	-
Grants refunded	-	(388)	-	(388)	-
At the end of the year	(424)	(11,560)	-	(11,984)	-

8b. Grant making (prior year)

	Small grants £	Research and development grants £	Studentship grants £	2021 £
At the start of the year	2,586	81,229	11,600	95,415
Awarded in year	-	241,114	-	241,114
Paid in the year	(1,134)	(37,282)	(11,600)	(50,016)
Grants cancelled	-	(16,804)	-	(16,804)
At the end of the year	1,452	268,257	-	269,709
Falling due within one year	1,452	137,227	-	138,679
Falling due after more than one year	-	131,030	-	131,030
Reconciliation of expenditure:				
Awarded in year	-	241,114	-	241,114
Grants cancelled	-	(16,804)	-	(16,804)
Grants refunded	-	(5,435)	(500)	(5,935)
At the end of the year	-	218,875	(500)	218,375

Full details of grants paid during the year and outstanding at the year end are listed in Appendix 1 to the Financial Statements.

Grants to individuals (studentship grants)

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

Notes to the financial statements

For the year ended 31 March 2022

9. Net income/(expenditure) for the year

This is stated after changing/(crediting):

	2022 £	2021 £
Depreciation	44,152	40,537
Operating lease rentals payable	–	–
Operating lease rentals receivable	(53,415)	(49,185)
Auditor's remuneration (excluding VAT)		
Audit	6,950	9,150
Other services	–	–

10. Analysis of staff costs, board of trustees' remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	653,248	625,987
Redundancy and termination costs	22,747	–
Social security costs	68,488	62,924
Employer's contribution to defined contribution pension schemes	50,973	51,193
	795,456	740,104

The following number of employees received employee benefits (excluding employer's pension and NI costs) during the year between:

	2022 No.	2021 No.
£90,000 – £99,999	1	–
£80,000 – £89,999	–	1

During the year, the charity's key management personnel comprised of the chief executive officer and directors. The total employee benefits (including employer pension contributions and employer national insurance) of the key management personnel from 1 April 2021 to 31 March 2022 were £343,830 (2021: £378,246).

Termination payments were made in the year amounting to £22,747 (2021: £nil), of which £3,722 was outstanding at the year end. The termination costs are recognised in full as an expense on the statement of financial activities.

No trustees received reimbursed expenses in 2022 or 2021.

Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12.

Notes to the financial statements

For the year ended 31 March 2022

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 17 (2021: 16).

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

	2022 FTE	2021 FTE
Raising funds	2.5	2.2
Research and innovation	2.1	1.9
Engagement	2.4	0.2
Policy and influencing	0.5	2.2
Culture change	0.7	0.9
Information and advice	0.9	1.2
Behaviour change	2.1	2.4
Improving alcohol treatment	0.7	0.6
Alcohol at work	0.8	0.6
Support functions, management and governance	2.7	3.2
	15.4	15.4

12a. Related party transactions (current year)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Of the grants paid during the year, the following trustees, directors and/or associates have been involved in projects and, during the course of the project, they or their unit have received funding from the institution to which the grant was made. The details are as follows:

	Paid in year £	Outstanding at year-end £
AdFam – Support and development work of the AFA		
Vivienne Evans, is a Trustee at ACUK and CEO at AdFam	10,000	–
	10,000	–

Notes to the financial statements

For the year ended 31 March 2022

12b. Related party transactions (prior year)

There were no related party transactions in the prior year.

13. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

14. Tangible fixed assets

	Freehold property £	Leasehold property £	Furniture & fixtures £	Office equipment £	Software £	Total £
Cost						
At the start of the year	39,500	1,695,558	27,546	33,883	11,954	1,808,441
Impairment	–	(451,002)	–	–	–	(451,002)
Additions in year	–	–	–	600	–	600
At the end of the year	39,500	1,244,556	27,546	34,483	11,954	1,358,039
Depreciation						
At the start of the year	–	135,644	27,546	18,113	4,439	185,743
Charge for the year	–	33,911	–	6,256	3,985	44,152
At the end of the year	–	169,556	27,546	24,370	8,424	229,895
Net book value						
At the end of the year	39,500	1,075,000	–	10,114	3,530	1,128,144
At the start of the year	39,500	1,559,914	–	15,770	7,515	1,622,699

The impairment of £451,002 on the leasehold property was due to the profound impact Covid-19 pandemic and Government lockdown restrictions since March 2020 had on the economy and property market.

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2022

15. Listed investments

Investments are included at their market value.

Fair value at the start of the year

Additions at cost

Disposal proceeds

Net gain/(loss) on change in fair value

	2022 £	2021 £
	10,517,112	9,737,940
	1,199,657	1,364,799
	(1,753,664)	(2,093,796)
	559,303	1,508,169
	10,522,409	10,517,112
	7,892,280	7,775,380

Historic cost

Investments comprise:

Fixed interest:

Corporate bonds and British Government stocks

Equities

Property

Alternative assets

	2022 £	2021 £
	1,433,936	1,511,187
	6,689,725	6,796,023
	1,193,671	1,040,716
	1,205,077	1,169,186
	10,522,409	10,517,112

16. Investment property

Fair value at the start of the year

Additions

Revaluation during the year

Fair value at the end of the year

	2022 £	2021 £
	701,000	701,000
	-	-
	(191,000)	-
	510,000	701,000

The investment property is in the basement of the charity's head office at Swinton Street. The purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value at the year end. The property was last valued on 30 March 2022 by Strettons, Chartered Surveyors and Property Consultants. The valuation of the investment property at 30 March 2022 is based on the lease in place at the time.

Notes to the financial statements

For the year ended 31 March 2022

17. Debtors

	2022 £	2021 £
Equity interest and dividends declared but not yet received	55,730	57,017
Trade debtors	90,840	30,373
Prepayments and accrued income	31,287	27,424
	177,857	114,814

Trade debtors has increased compared to previous year due to a large number of invoices issued at the end of the year that were related to NCI on dependent drinkers training project which was agreed with local authorities near the year end.

18. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	148,245	38,725
Taxation and social security	19,452	17,408
Other creditors	3,478	9,798
Deferred income	85,905	63,731
Accruals	46,055	71,674
Grants payable (see Note 8)	192,666	138,679
	495,802	340,014

Movements in deferred income:	2022 £	2021 £
At the start of the year	63,731	-
Deferred during the year	85,905	63,731
Released during the year	(63,731)	-
At the end of the year	85,905	63,731

Deferred income relates to training and consultancy fees received in advance of delivery of the services.

Notes to the financial statements

For the year ended 31 March 2022

19a. Movements in funds (current year)

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	Gain/(Losses) £	At 31 March 2022 £
Restricted funds:						
Welsh Government	-	150,936	(150,936)	-	-	-
Welsh Government (BL Work in Wrexham and Flintshire)	-	11,568	(10,368)	-	-	1,200
Kyowa Kirin Ltd (Annual Conference)	-	3,000	(3,000)	-	-	-
Kyowa Kirin Ltd (Improving Alcohol Treatment)	-	2,340	(2,340)	-	-	-
Total restricted funds	-	167,844	(166,644)	-	-	1,200
General funds	13,172,004	843,803	(1,900,993)	-	368,303	12,483,116
Total funds	13,172,004	1,011,647	(2,067,637)	-	368,303	12,484,316

19b. Movements in funds (prior year)

	At 31 March 2020 £	Income £	Expenditure £	Transfers £	Gain/(Losses) £	At 31 March 2021 £
Restricted funds:						
Alliance House Foundation	-	15,000	(15,000)	-	-	-
Welsh Government	-	150,936	(150,936)	-	-	-
Kyowa Kirin Ltd	-	3,000	(3,000)	-	-	-
Heb Ffin	-	2,280	(2,280)	-	-	-
Sodexo	-	2,000	(2,000)	-	-	-
Total restricted funds	-	173,216	(173,216)	-	-	-
General funds	12,557,026	620,008	(1,513,199)	-	1,508,169	13,172,004
Total funds	12,557,026	793,224	(1,686,415)	-	1,508,169	13,172,004

Notes to the financial statements

For the year ended 31 March 2022

19c. Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2021/22 are shown below:

The Welsh Government grant was to support the training and consultancy project to help services in two Welsh local authority areas to work more effectively with vulnerable alcohol-dependent drinkers.

The Welsh Government grant is supporting delivery of the 'Working Together to Reduce Harm, Substance Misuse Delivery Plan', including raising awareness of alcohol misuse issues across Wales and campaigning for an effective alcohol policy and improved services for people whose lives are affected by alcohol-related problems.

Kyowa Kirin awarded grant was to support 2021 Wales Conference.

Kyowa Kirin awarded grant to support the design and production of guide on improving alcohol treatment.

20. Operating lease commitments

At 31 March 2022, the charity had nil annual commitments under a non-cancellable operating lease expiring in August 2022 (2021: nil). Total lease payments recognised as expenditure for the year were nil.

21. Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (exclusive of VAT):

Property	2022	2021
	£	£
Less than one year	15,993	49,185
One to five years	–	17,701
	15,993	66,886

The tenancy agreement for the basement at 27 Swinton Street is for a five year period, starting from 11 August 2017. The charity is entitled to a fixed annual rental of £44,000 and reimbursement of service charges incurred for the year, which are variable. Tenants vacated the property on 6 April 2022 therefore there will not be any service charges for period 7 Apr 2022 – 10 Aug 2022.

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

23a. Analysis of net assets between funds (current year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	–	1,128,144	1,128,144
Investment properties	–	510,000	510,000
Investments	–	10,522,409	10,522,409
Net current assets	1,200	322,563	323,763
Long term liabilities	–	–	–
Net assets at 31 March 2022	1,200	12,483,116	12,484,316

23b. Analysis of net assets between funds (prior year)

	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	–	1,622,699	1,622,699
Investment properties	–	701,000	701,000
Investments	–	10,770,676	10,770,676
Net current assets	–	208,660	208,660
Long term liabilities	–	(131,030)	(131,030)
Net assets at 31 March 2021	–	13,172,004	13,172,004

Notes to the financial statements

For the year ended 31 March 2022

Appendix 1: Grant commitments**Research and Development Grants**

Grant Recipient	Grant Ref	At 1 April 2021 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2022 £
Findings	R 2015/04	6,771	-	(5,172)	(1,599)	-
University of Sheffield	R 2016/02	6,000	-	(6,000)	-	-
University of Edinburgh	R 2017/03	2,001	-	-	(2,001)	-
University of Glasgow	RI/100040	12,371	-	-	-	12,371
Manchester Metropolitan University	2020 NH/16	64,812	-	-	(16,203)	48,609
Sheffield University	2020 NH/20	48,461	-	-	(12,115)	36,346
Swansea University	2020 NH/26	65,000	-	-	(32,500)	32,500
University of Liverpool	2020 NH/31	62,841	-	-	-	62,841
		268,257	-	(11,172)	(64,419)	192,666

Small Grants

Grant Recipient	Grant Ref	At 1 April 2021 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2022 £
King's College London	2017 SG/1074	1,452	-	(424)	(1,028)	-
Total Grants		269,709	-	(11,596)	(65,446)	192,666

Alcohol Change UK is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. It incorporates the assets of Alcohol Concern which had the Charity Commission number 291705, with which it merged on 31 March 2017, and which was removed from the Charity Commission register on 23 January 2018.

Registered office and operational address: 27 Swinton Street, London, WC1X 9NW

Company no. 07462605 (England and Wales)

Charity no. 1140287

Trustees and officers from 1 April 2021 to 25 November 2022. Trustees in *italics* stood down, in **bold** joined, during the year. Short biographies of our trustees are available online.

Fiyaz Mughal, OBE		Chair
Mike Bellamy		
Vivienne Evans		Vice-Chair and Chair of Governance and People sub-committee
Dr Emily Finch		
Gareth Harkin		Chair of income and Impact Development sub-committee
<i>Dr Will Haydock</i>	to 23 May 2022	Interim Chair of Finance and General Purposes sub-committee from 1 April 2021 to 14 June 2021
<i>Ranjeet Kaile</i>	to 28 February 2022	
Prof Antony Moss		
Dr Emmert Roberts		
Prof Isabelle Szmigin		Chair of Research and Policy sub-committee from 22 Mar 2021
Adam Uttley	from 14 Jun 2021	Treasurer, Chair of Finance, Audit, Investment and Risk sub-committee from 14 Jun 21

Executive team from 1 April 2021 to 25 November 2022. Team members in *italics* left Executive Team, in **bold** joined it, during the year.

Dr Richard Piper	Chief Executive Officer and Company Secretary
Jenni G Bradshaw	Head of Office, People and Governance, from 1 Apr 2022
Envere Glogjani	Head of Finance, from 20 Apr 2021
Emily Hamilton	Director of Marketing and Communications, from 4 Jan 2022
Ailar Hashemzadeh	Director of Research and Public Affairs, from 31 Jan 2022
<i>Lucy Holmes</i>	Director of Research and Policy, to 7 Jan 2022
Danielle Houlston	Director of Fundraising and Engagement
<i>Azra Karaselimovic</i>	Director of Finance and Operations, to 20 Apr 2021
<i>Maddy Lawson</i>	Director of Communications, to 3 Sep 2021
Andrew Misell	Director, Wales Office
Julie Symes	Interim Director of Communications, 3 Sep 2021 to 4 Jan 2022

1 April 2021 to 25 November 2022

Members of the Expert Advisory

Nile Amos	Expert by Experience
Tim Barclay	Expert by Experience
Sally Beaven	Expert by Experience
Ms Claire Brown	Editor, Drink and Drug News
Professor Simon Coulton	Professor for Health Service Research, Centre for Health Service Studies, University of Kent
Dr Matt Egan	Associate Professor, London School of Hygiene and Tropical Medicine
Dr Qulsom Fazil	Lecturer, University of Birmingham
Professor Matt Field	Professor of Psychology, University of Sheffield
Professor Elizabeth Gilchrist	Institute of Health and Society, University of Worcester
Professor Elizabeth Hughes	University of Huddersfield and South West Yorkshire Partnership
Dr S Vittal Katikireddi	Senior Clinical Research Fellow, University of Glasgow
Dr Hilda Laughran	Associate Professor in the School of Social Policy, Social Work and Social Justice, University College, Dublin
Professor Dorothy Newbury-Birch	Professor of Alcohol and Public Health Research, Teesside University
Janet Ruane	Expert by Experience
Dr Jeremy Segrott	Research Fellow in Public Health, DECIPHer Centre, Cardiff University
Zoe Swithenbank	Expert by Experience

Ambassadors

Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Fraser Franks

Auditor

Godfrey Wilson Limited
5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD

Bankers

CAF Bank Ltd
King's Hill, West Malling, Kent, ME19 4TA

Investment managers

Investec Wealth and Investment Limited
2 Gresham Street, London, EC2V 7QN to 8 Aug 2022

CCLA,
One Angel Lane, London EC4R 3AB from Dec 2021

Solicitors

Bates Wells & Braithwaite London LLP
2-6 Cannon Street, London, EC4M 6YH

Digital partners

Cheeky Munkey (IT provision)	cheekymunkey.co.uk
Electric Putty (web developer)	electricputty.co.uk
Rareloop (app developer)	rareloop.com
Amito (app hosting)	amito.com
Access (CRM provider)	theaccessgroup.com

A group of diverse people, including a Black man in a blue patterned shirt and a white woman in a green sweater, are smiling and clapping in a meeting. The background is bright and out of focus.

Serious alcohol harm
is destroying
millions of lives.
But change is possible.
Let's create that change.



Alcohol Change UK, 27 Swinton Street, London WC1X 9NW
020 3907 8480, contact@alcoholchange.org.uk, www.alcoholchange.org.uk

Alcohol Change UK is the operating name of Alcohol Research UK. Registered office 27 Swinton Street, London WC1X 9NW. Registered charity number 1140287.
Company limited by guarantee in England and Wales number 07462605.

ALCOHOL RESEARCH UK

England & Wales - Charity number 1140287

Accounts



Annual Report 2020/21

Millions of people suffer
as a result of serious
alcohol harm.

But change is possible

Let's create that change.

ALCOHOL
CHANGE^{UK}

We are Alcohol Change UK

We work for a world free from the serious harm caused by alcohol.

We're not anti-alcohol. We are against the suffering that it causes. Serious alcohol harm affects millions of families, damaging and ending lives. It impacts all of us, whether through a loved one's suffering, damaged communities or avoidable costs to frontline services.

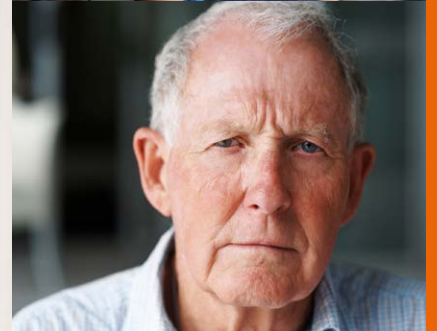
But alcohol harm is not inevitable.

We work across the UK to reduce alcohol harm.

We do this with compassion, with ambition, and by seeking and telling the truth about alcohol harm and how to end it.

Change is possible.

Let's create that change.



Annual report and financial statements of the trustees of Alcohol Change UK¹

Year ending 31 March 2021

Contents

- 01 Welcome
- 03 What we do
- 05 Our activity and impact
- 22 Our strategy and plans
- 26 Our finances
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- 38 Financial statements
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We are not anti-alcohol.
We are against the
suffering that it causes.

¹ Alcohol Change UK is the operating name of Alcohol Research UK, charity registration number 1140287 (England and Wales).

Welcome from the Chair

Reducing alcohol harm is essential if people across Britain are to be happy and healthy. Alcohol harm is not a niche topic. It is one of the most common causes of illness, early death, low productivity, and crime and disorder that we face as a society. Recovering from this pandemic – and being more prepared to cope with any future viruses – includes tackling alcohol harm ... now.

The good news is that the solutions are right in front of us. As we take stock in this, our annual report and accounts, I am delighted to recommit Alcohol Change UK to delivering the five big changes set out in our 2019–24 strategy:

- Increased knowledge and understanding of alcohol harm, through innovative research.
- Better policies and regulations, by supporting government to implement measures that will tackle alcohol harm.
- A shifted culture, so that alcohol is treated as optional to our lives, not as the default setting of our culture.
- Improved drinking behaviours amongst heavy drinkers, through our information and behaviour change challenges such as Dry January.

- A stronger, properly funded alcohol treatment system, so that those of us who do need extra help to retake control of our drinking have the best support available whenever we need it.

This report covers the period 1 April 2020 to 31 March 2021 – a period almost entirely dominated by the pandemic. I am immensely proud of our response to the pandemic and the way that our team instantly moved to working from home without missing a beat. We've outlined our COVID-19 response in more detail in the Challenges section of this report (p24). While it's not been an easy period, it has shown to us all that Alcohol Change UK is an incredible organisation: creative, dynamic, professional, and compassionate.

Most importantly, this report is about the difference we make

Four of my fellow trustees stood down this year. Catherine Max contributed a huge amount in the two years she was with us. Three trustees who had steered us brilliantly through the 2017 merger and the development and launch of our new strategic direction in 2019 also stood down: Peter Holland who had previously served as a trustee of Alcohol Concern, and Professor John Underwood and Valerie Joliffe who had previously served as trustees of Alcohol Research UK from 2013. We are extremely grateful to them all for their contributions. We were absolutely delighted to welcome Adam Uttley to the board as our new Treasurer in June 2021.

2020–21 saw us taking big strides on our journey to becoming a fundraising charity, giving people across the UK the opportunity to put their passion for ending alcohol harm into action, whether through joyous and creative fundraising efforts, through quiet, determined giving, or through heartfelt gifts in memory of a loved one killed too young because of alcohol. We were also excited that over 6,000 campaigners and activists joined us, wanting to use their time and passion to end alcohol harm sooner.

Most importantly, of course, this report is about the difference we make. We are committed to improving the lives of millions of people and families across the UK. My huge thanks to our staff team for achieving such progress, to my fellow trustees for their insight and good governance,

and to all our supporters who share our belief that alcohol harm is completely avoidable and who put their beliefs into action by supporting our work. Looking ahead, our 2021–22 plan stays true to our strategy and will see us making important further changes across all of our work programmes. With your continued support, we can and will make change happen faster, saving and improving more lives than ever before.



Fiyaz Mughal, OBE,
Chair of the Board of Trustees

Welcome from the Chief Executive

At Alcohol Change UK, we are never more than a moment away from hearing heart-breaking real-life stories:

- A woman in her 30s rushed to hospital with alcoholic liver disease and who dies on the ward.
- A man in his 50s still struggling to come to terms with the alcohol problems of his mother, 45+ years ago.
- A family torn apart when three of them are killed by an unknown drunk-driver.
- The homeless person with chronic alcohol dependency who attends A&E 200 times in one year.
- The young man who goes through with an alcohol-related suicide due to the lack of acceptance of his sexuality.
- A girl leaving home at 15 to flee domestic violence but regretting leaving her mother behind.
- The five-year-old twins hoping tonight they will get a proper bedtime story rather than be rushed to bed so their parent can get their alcohol fix.

Alcohol harm really is huge in scale and has terrible effects throughout people's lives. Alcohol misuse is the biggest risk factor for death, ill-health and disability among 15-49 year-olds in the UK.

But at the same time, at Alcohol Change UK we have the utter privilege of seeing people make change happen before our very eyes:

- The MP who stands tall in the House of Commons and movingly tells his story of alcohol, stigma and sexuality.
- The tens of thousands of people who take part in Dry January and move from just taking 'a month break' from their heavy drinking to a life-changing experience of taking back control.
- The hundreds of thousands of people who use our website to check out their own drinking, to learn more, and who are then able to navigate a complex treatment system and as a result take their first steps in seeking real help for their alcohol dependency.
- The family who at first only allowed the death announcement to read 'organ failure' but then realises that stigma kills, and decides to tell the world what really happened to their loved one.
- The hundreds of campaigners who urge their MPs to ask the government to finally put in place, and deliver, a proper alcohol strategy.

- The enlightened employer that embraces our Alcohol at work programme to increase the safeguarding and wellbeing of their team.
- The paramedic trained in our Blue Light approach who is able to break the cycle of A&E visits for a chronic, highly vulnerable drinker.
- The good friend who decides to #StopSoberShaming and calls out others in his circle to end this life-threatening pressure to drink alcohol.

Alcohol misuse is the biggest risk factor for death, ill-health and disability among 15-49 year-olds

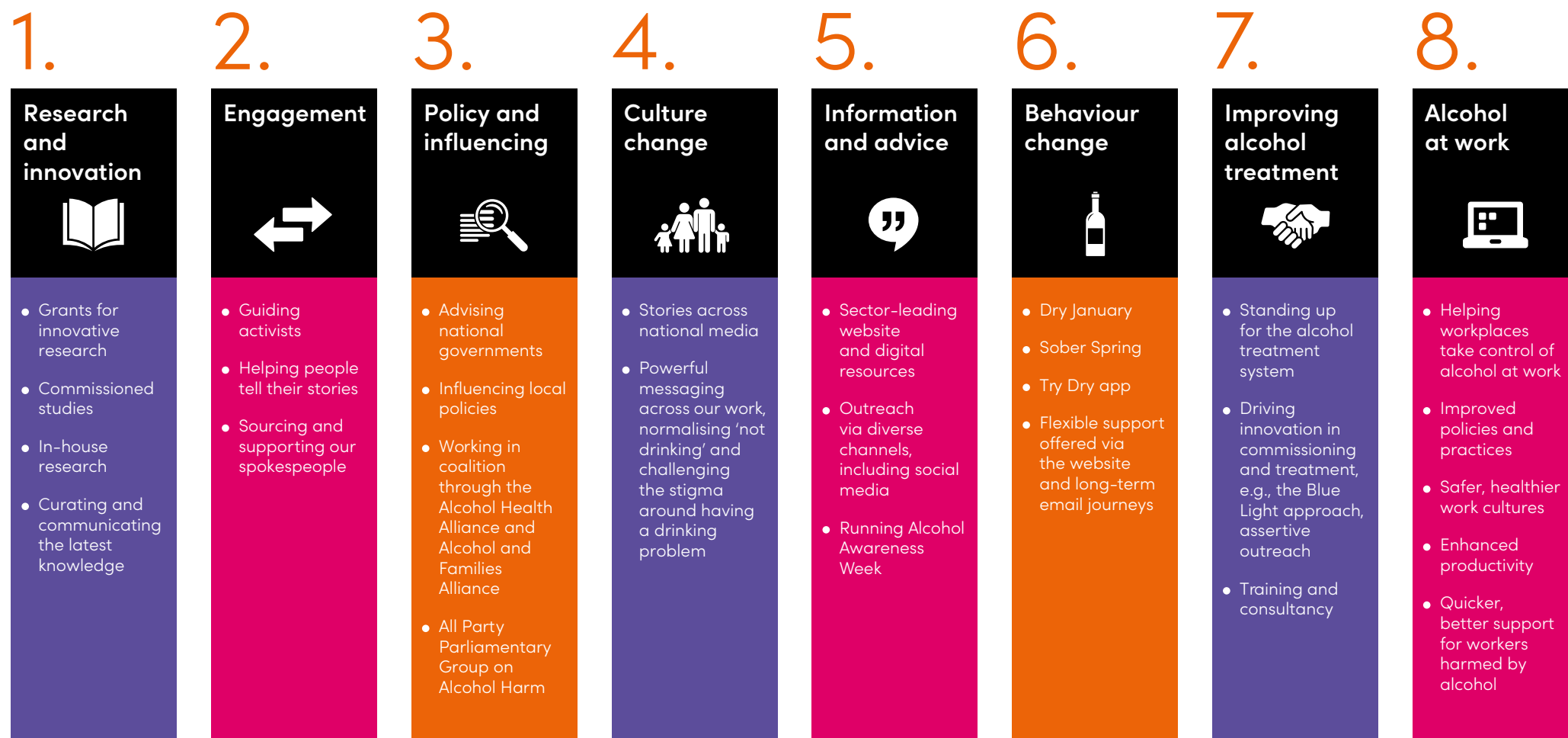
My team and I dedicate our every working minute to reducing the number of tragic stories. We want these stories to fall in number from the destructive torrent we have now to just a trickle; and then to dry up completely. And that will happen: by growing the number of positive stories of change, from the tens of thousands to the millions, creating a tipping point, and ending the UK's alcohol harm crisis. Please join us, so that we can eliminate serious alcohol harm altogether.



Dr Richard Piper,
Chief Executive Officer

What we do

Alcohol harm is complex and requires a holistic solution. Our work is diverse but coherent, delivered through eight inter-linked work programmes. The following pages set out our activities and impact for each work programme during the year 2020-21.





Our aim is to improve the **health** and **happiness** of people across the UK.

1. Research and innovation



Alcohol harm is a topic rife with opinions, many of them ill-informed. Research and evidence are essential if we are to ensure that action to reduce alcohol harm is effective. At the heart of our work is a commitment to rigorous research and an accurate understanding of alcohol harm and the best ways to reduce it.

Highlights

- In April 2020 we awarded funding to four outstanding projects as part of our major New Horizons grant programme on 'Groups, communities and alcohol harm'.
- We commissioned a ground-breaking study into the potential impacts of the growth of low alcohol and no alcohol products.
- During the first lockdown we produced the first piece of research into the effects of COVID-19 and the associated restrictions on drinking. It was quoted thousands of times, and significantly influenced thinking in this area.
- We commissioned and published a research project examining the weaknesses of current mechanisms for preventing under 18s from buying alcohol online.
- We hosted our first ever online national conference, 'Working with the whole person: Alcohol, mental health and complex needs', where over 300 delegates heard from a range of speakers sharing their knowledge and experience.



Example

Alcohol-free and low-strength drinks



Our commissioned research into low and no ('NoLo') alcohol drinks found that more than a quarter of adults (27%) have tried a NoLo drink (under 1.2% ABV) in the last year and four in ten (41%) people who have drunk NoLo drinks recently say their alcohol consumption has fallen as a result.

This research has helped us to better understand where we should be positioned in this space and to advise others, including the UK Government. It was presented at a roundtable event hosted by the Department of Health and Social Care.

Research reports we published in the year, either produced, co-produced or funded by Alcohol Change UK

Thank you to the many academics, agencies and charity partners who produced or worked with us on these reports.

- Apr 2020** Drinking during lockdown: headline findings.
- Apr 2020** Alcohol and domestic abuse in the context of COVID-19 restrictions.
- Jun 2020** Effective age-gating for online alcohol sales.
- Jul 2020** Drinking in the UK during lockdown and beyond.
- Jul 2020** Local alcohol treatment and recovery service commissioning practices and their perceived outcomes for service provision: an in-depth exploration.
- Aug 2020** Drinking in the dark: how alcohol labelling fails consumers.
- Aug 2020** The distribution and consumption of counterfeit alcohol: Getting to grips with fake booze.
- Sep 2020** Alcohol and drug use disorders in patients with cancer and caregivers: effects on caregiver burden.
- Sep 2020** Alcohol-free and low-strength drinks: Understanding their role in reducing alcohol-related harms.
- Nov 2020** Over half of UK drinkers have turned to alcohol for mental health reasons during pandemic.
- Dec 2020** Studying individual-level factors relating to changes in alcohol and other drug use, and seeking treatment following Minimum Unit Pricing implementation.
- Dec 2020** Supporting adults bereaved through substance use with the 5-Step Method intervention.
- Dec 2020** Mapping alcohol use through the care system.

13

We published 13 new research reports on our website in the financial year.

31

We received 31 applications for grant funding through our New Horizons programme, of which four were funded.

12,000

There were 12,000 visits to the research hub on our website in the financial year

2. Engagement



Alcohol Change UK is made up of more than its staff team and board. It is also the many thousands of people from all walks of life who come together to end alcohol harm. Engaging with thousands of people across the UK is a cornerstone of our strategy. We engage, listen and collaborate with our diverse supporters and help to unleash and coordinate their knowledge, passion and energy.

Highlights

Engaging with thousands of people across the UK is a cornerstone of our new strategy. In 2020-21 we:

- Published 23 stories of people who have first-hand experience of alcohol harm, whether as a result of their own or a loved one's drinking.
- Established our new Community Champions project, involving volunteers from all walks of life undertaking all kinds of tasks, from writing alcohol-free drinks reviews to telling their stories in Parliament.
- Recruited and welcomed 11,471 new campaigners to the charity, who know that changes to government policy will reduce alcohol harm faster and further.



Example

Trevor's story



Teacher, author and West Ham fan Trevor Twohig is one of Alcohol Change UK's Community Champions. Trevor has spoken at the All Party Parliamentary Group (APPG) on Alcohol Harm on "Alcohol and Men's Health", written several alcohol-free drinks reviews for our website, created a video and will be donating 20% from sales of his upcoming book to Alcohol Change UK.

Trevor: "I never felt like I could quit drinking. If someone had said to me five years ago, "you're going to stop in five years," I'd have laughed and said "No chance!"

I used to drink heavily. I owned a bar, drank 8-10 pints daily with shots to follow. Pubs were a massive part of my life. I believed pub culture was the fabric of our society. Also, football is synonymous with alcohol!

But it affected my life and my self-esteem so much. I knew I had to change and I am so glad I did. I feel liberated being alcohol-free. Mornings, which used to be thinking about my next drink, now revolve around my kids, writing and teaching. I became a Community Champion for Alcohol Change UK to help regular drinkers. When alcohol is so ingrained, as it was for me, you can't see a way out of the cycle. I want to be able to help, which is why I am also working on a non-fiction book about addiction."

18

We recruited 18 Community Champions and four Ambassadors including Mille Gooch, Dave Wilson, Catherine Gray and Caggie Dunlop.

£15,735

Our Community Champions and Ambassadors contributed the equivalent of £15,735 in volunteer time between them during the financial year

5,000

Our supporters took over 5,000 actions such as tweeting the Treasury about duty ahead of the budget, emailing their MP, taking on fundraising challenges and spreading awareness of our campaigns and behaviour change work.

3. Policy and influencing



National governments have huge potential to reduce alcohol harm for millions of people, often at little or no cost to the taxpayer. Local government, too, has a big role to play. We work respectfully and constructively with UK Governments and praise them when they show leadership on an issue, but are also unafraid to tell them when we think they are making a mistake or failing to act.

Highlights

- Our on-the-ground research showed the real-world impacts of minimum unit pricing (MUP) in Wales, confirming that MUP has massively increased the price of strong white ciders and seems to have eliminated the largest bottles of these ciders from the market, as well as removing the cheapest tier of spirits from supermarkets.
- We worked with the Welsh Government and with substance misuse services across Wales to understand how the pandemic and lockdown have affected alcohol support services, and to understand the opportunities and the risks of greater online support.
- In Dec 2020 we welcomed a new Chair to the All Party Parliamentary Group (APPG) on Alcohol Harm, Christian Wakeford MP, and in the months following we hosted briefing events on alcohol-specific deaths, on domestic abuse, and on drink-driving (jointly with the APPG on Transport Safety).
- In Sep 2020 we worked with the Alcohol and Families Alliance (AFA) to organise and host a parliamentary roundtable on the links between alcohol and domestic abuse, chaired by Domestic Abuse Commissioner, Nicole Jacobs, and attended by Parliamentarians, service providers and academic researchers.
- Officials from the Department of Health and Social Care invited us to present alongside them at a roundtable exploring the public health impacts of low and no alcohol products, convened to inform their delivery of the Government's commitments as outlined in the Green Paper Advancing our health: prevention in the 2020s.

Example

Our policy work



In November 2020 we launched the #DutyToRecover campaign in partnership with members of the Alcohol Health Alliance. The campaign called on the Government to maximise the public health benefits of its forthcoming review of alcohol duty: ensuring it covers the cost of alcohol harm to society and rises with inflation. We submitted evidence to the Treasury's call for evidence and attended a roundtable with Treasury officials to outline the evidence.

We mobilised our supporters, including through a day of online action which resulted in hundreds of tweets being sent to Treasury Minister, Kemi Badenoch. We also invited supporters to send personal messages to the Treasury team and more than 150 people did, including deeply personal accounts of the impact alcohol harm has had on their families.

1 in 10

Our research found that one in ten drinkers in Wales say they are drinking less because of minimum unit pricing.

700

Nearly 700 policy campaign actions were taken by our new supporters, including emails sent to MPs and messages sent to Treasury Minister, Kemi Badenoch.

23,723

There were 23,723 visits to the Policy Insights on our website (themed briefings on a range of policy topics).

4. Culture change



Drinking problems are, to a great extent, socially and culturally determined. That means they are primarily caused by 'the world around us', which is why different countries all have such different levels of alcohol problem (despite all containing the same species of human!). As people, we like to believe that everything we do is a matter of personal choice, but in reality, of course, the environment in which we find ourselves has a massive impact on the choices open to us and on how we behave.

Alcohol Change UK works to shift not just the policy and economic environment (section 3 above) but also the cultural and social environment (this section). In particular we seek to work with the media and social media to communicate two vital messages:

1. 'Not drinking' alcohol, for a night, a week, a month or longer is extremely common and totally normal; and we should all #StopSoberShaming and instead actively support (or certainly never question) someone's choice to not drink alcohol on any occasion for any reason.
2. Anyone can develop a drinking problem. Having a problem with alcohol is common and normal, occurs on a spectrum (is not a binary), and is certainly not limited to a small group of severely dependent drinkers (sometimes referred to as 'alcoholics'). Indeed, the idea that there are 'alcoholics' who look a particular way ("and not like me"), can lead to millions of us denying our own mild or moderate drinking problem that may be escalating, causing us to delay seeking support, which can result in preventable deaths. Drinking problems are not a sign of 'personal weakness' and are not something to be ashamed of or stigmatise others about. Stigma kills, as does the false binary of 'alcoholics' and 'non-alcoholics'.



Example

Social Media



Our Instagram posts are a crucial and popular way for us to shift cultural norms (as well as behaviour change). By March 2021 we had over 5,600 Instagram followers. This post was one of our most liked during the year.

1,000

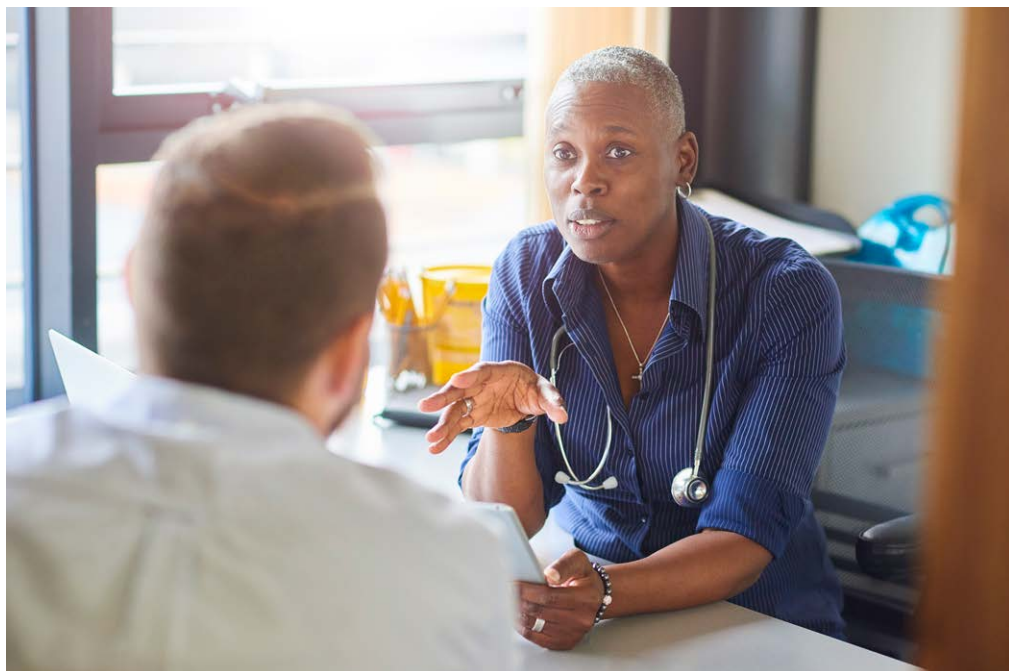
Alcohol Change UK was mentioned over 1,000 times in the UK media in 2020-21 (2019-20: 678), including 'culture change' messaging across many of these.

5,600

Our Alcohol Change UK Instagram account had reached 5,600 followers by 31 March 2021 (31 March 19: c.450, 31 March 2020: c. 3,000).



5. Information and advice



People across the UK want independent, honest information about alcohol: about its effects, what constitutes a problem, how to deal with your own drinking problem or that of a family member, what support is available and how to access it.

Our website seeks to be the UK's most trusted, helpful and informative source of knowledge about alcohol and alcohol harm. We also reach outwards, using social media, conventional media and our

campaigns like Dry January and Alcohol Awareness Week to share information more widely, to reach people where they are, and to signpost people to help if they need it.

Highlights

- Overall, we have seen very significant growth in our website traffic. Our interactive information and advice tools continued to grow in popularity.
- Alcohol Awareness Week in Nov 2020 focused on alcohol and mental health. During the week we saw 123,684 page views across our website (Nov 19: 78,078, Nov 18: 50,725). Over 4,400 agencies and community groups engaged with Alcohol Awareness Week 2020 (2019: 3,000), including Public Health England, NHS England, Mind, NACOA, Balance North East, and the Association of Directors of Public Health.
- We developed a new email journey for people completing our AUDIT tool and leaving their email address, allowing us to offer support to a new audience.
- We developed a COVID-19 information and advice hub, including information on mental health, advice on where to seek remote support even during social distancing measures, and much more.

115,385

Over 115,385 people completed our AUDIT tool, a validated tool allowing people to assess their drinking risk (2019-20: 56,000, 2018-19: 27,500).

3,000

Over 3,000 people signed up for ongoing emails with advice and information after completing the AUDIT tool, bringing the total to 5,595 (2019-20: 2,500).

Example

'Check your units' function




Check your units

So we can give you the most appropriate guidance, please tell us whether you are:

Female
 Male
 Self describe
 Prefer not to say

We ask for this information because the [Chief Medical Officers'](#) guidance about hazardous and harmful levels of drinking is different for men and women.

Drinks per week

	Bottle of lager/beer/cider (5%) 330ml	< <input style="width: 40px; text-align: center;" type="text" value="0"/> >
	Can of lager/beer/cider (5.5%) 500ml	< <input style="width: 40px; text-align: center;" type="text" value="0"/> >
	Pint of lower-strength lager/beer/cider (3.6%) 568ml	< <input style="width: 40px; text-align: center;" type="text" value="0"/> >

Our 'check your units' function is one of our most popular pieces of web content, with over 100k people using it last year alone.

1,497,060

Overall website traffic was 1,497,060 (2019-20: 864,598, 2018-20: 600,070).

121,225

Over 121,225 page views of the 'Get help now' section of the website (2019-20: 54,000, 2018-19: 18,500).

360,000

Over 360,000 page views of our factsheets, (2019-20: 220,000, 2018-19: 85,000).

45,000

Over 45,000 page views of our interactive body map (2019-20: 25,000).

102,804

Over 102,804 people used our unit calculator, (2019-20: 61,000, 2018-19: 20,000).

42,151

42,151 page views of our COVID-19 hub from 1 April 2020 to 31 March 2021.

6. Behaviour change



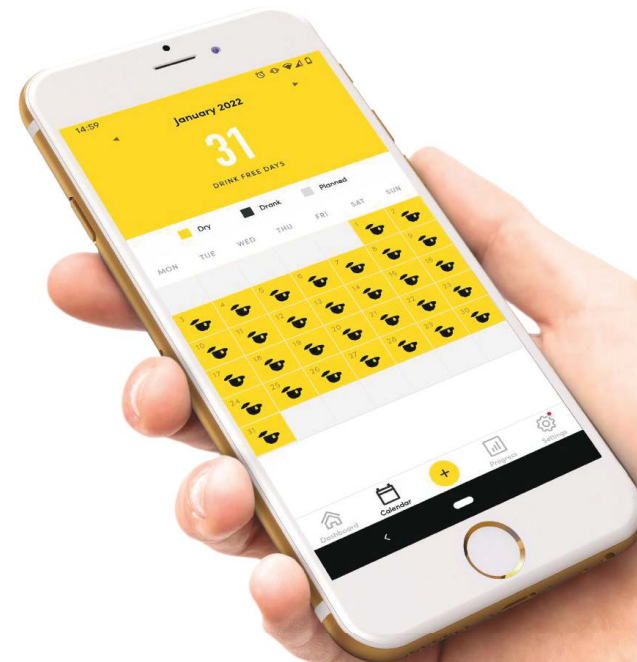
Our behaviour change programme enables people to take part in specific ‘challenges’ – Dry January, Sober Spring and others – and includes ongoing year-round support to help people regain control of their drinking.

The primary target group for this programme is heavy, habitual drinkers who want to try to take control of their drinking themselves. We help thousands of drinkers a year, intervening before people need more expensive therapeutic support.

While we know that drinking problems are much more complex than simply ‘personal choice’, our behaviour change programme empowers people to take control of their relationship with alcohol.

Highlights

- 130k people signed up for Dry January 2021, our record level of sign-ups (2020: 97k). We improved our method for counting sign-ups, leading to some downward revisions of historic figures.
- An independent evaluation demonstrated that people who sign-up for Dry January, as opposed to trying to do it alone, are twice as likely to be successful during the month, and much more likely to show sustained change to their drinking six months later.
- The Dry January campaign ran in both France and Switzerland, helping people in those countries to benefit from the campaign while also generating income (our charitable remit is the UK only).
- Major improvements to our Try Dry app included customisable goals and translation into French and German.



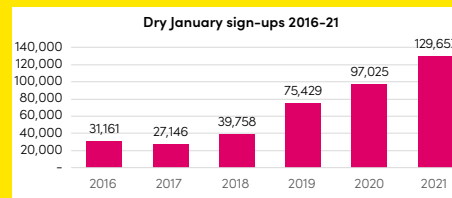
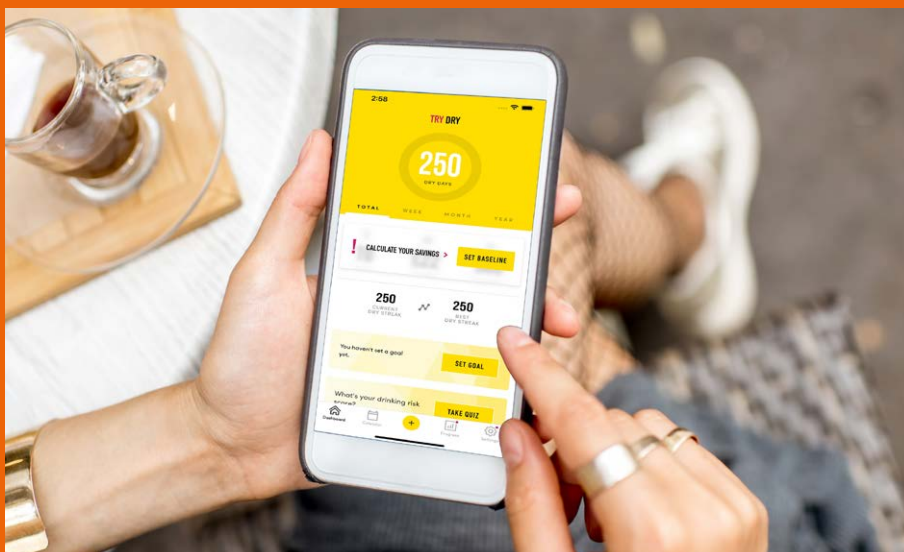
Example

Typical post from our private Dry January and Beyond online community forum.

"When I started this journey on 29 December 2020 my aim was to complete Dry January and change my relationship with alcohol. 250 days later and I can honestly say that I have definitely changed my relationship with alcohol thanks to Dry January, this group and a lovely WhatsApp group of sober ladies. I have also built myself a nice little toolkit full of strategies to

maintain my AF journey thanks to the many quit lit books I have read.

I have lost three stone in weight and I am running 5k three times a week with plenty of walking in between. Psychologically I feel so much stronger and have never felt happier. I would never have believed that I could give up my daily wine but I have and I am so much better off without that I intend to stay AF and I am very happy with that decision."



81%

81% of Dry January participants feel more in control of their drinking by the end of January.

85%

Average alcohol consumption dropped from 31.5 units per week in January to just 4.7 units in May, an average reduction of 85%.

8.2 to 6.3

Dry January participants see a significant drop in their average drinking risk score, from 8.2 at the start of January to 6.3 by July (-1.7), whereas the change in the general population is from 5.8 to 5.6 (-0.2). (The lower your drinking risk score, the better!)

7. Improving alcohol treatment



The alcohol treatment system is an essential part of our broader health system. It includes emergency departments, alcohol care teams in hospitals, NHS addiction services, local authority commissioned treatment services, private treatment and rehabilitation, and peer support services such as Alcoholics Anonymous and SMART Recovery.

The fire service, police officers, paramedics, housing services, mental health services, welfare advisors and social services also come into frequent contact with people with drinking problems – and can and do make a real difference with their interventions.

Our flagship Blue Light approach helps professionals right across these services to better support the most vulnerable drinkers, who often have multiple needs. The Blue Light approach is holistic, multi-disciplinary, assertive, and puts people first. It shows how to engage with these drinkers and reduce the harm they experience. We provide learning and development to practitioners and in-depth consultancy support to services and local authorities.



Highlights

- We made significant progress on our major national programme to support frontline workers who are working with the most chaotic and most vulnerable dependent drinkers. The guide (*How to use legal powers to safeguard highly vulnerable dependent drinkers in England and Wales*) explains how to positively use adult safeguarding legislation, such as the Care Act and Mental Health Act, to intervene progressively within the law.
- Demand for training on alcohol harm and co-occurring conditions amongst local authority, voluntary services and NHS practitioners continues to be strong. In response, the website has been updated to feature five new categories of training aimed at practitioners: Award-winning Blue light training programme; Alcohol, mental health and complex needs; Alcohol, families and older people; Alcohol and Drugs; Alcohol and safeguarding.

Example

Kent County Council



People with substance use disorders (SUD) are considered at increased risk of COVID-19 and its more serious complications for multiple physiological and social causes. Comorbidities prevalent among people with SUD, such as cardiovascular diseases, chronic respiratory diseases, diabetes, obesity, and cancer, increase vulnerability to COVID-19 and are associated with more severe COVID-19 symptoms, complications, and fatalities. In Kent there have been clear and documented barriers to mental health treatment for people with substance misuse. The apparent complexity of these people can often lead to difficulty in services engaging them in treatment or sustaining their engagement once assessed. A

perceived resistance to changing their long established patterns of behaviour can also present challenges for both community drug and alcohol and mental health services.

In response to this, we worked with Kent County Council to design, deliver and evaluate a package of training on co-occurring conditions for multi-disciplinary teams. The focus of the programme was the development of a partnership approach to enable multi-disciplinary teams across eight different localities to work more effectively for people with co-occurring conditions, including those who may be perceived as change-resistant drinkers. The initial contract for £2,310 was renewed in 2021 with a contract for £10k and the delivery of 36 half-day courses.

18

We worked with 18 local authorities during the year as part of the national safeguarding project and a further 11 to deliver 75 Blue Light training courses.

£68,246

We generated £68,246 from delivering expert training and consultancy services to a wide-range of organisations.

90%

90% of delegates on our Blue Light training courses rated it as "excellent" and 5% rated it as "very good".

8

We added eight new courses to the portfolio.

8. Alcohol at work



Our work to create healthier drinking cultures happens not just through national and community cultures but also through workplaces. After all, workplaces are mini cultures! Ensuring a healthy approach to alcohol at work can improve wellbeing, safeguarding, inclusivity, productivity and employee engagement. We offer a wide range of services and support.

Highlights

The programme has successfully attracted big clients with small projects, and the next challenge is to sell larger packages of work to these clients in order to create greater impact. Focused marketing on the issue of alcohol harm and staff wellbeing supported the growth of this programme. With COVID-19 restrictions preventing delivery of face-to-face training, webinars became the choice of delivery for clients. Clients included:



Freshfields



“The presenter of this event is the best I have ever seen. I could have watched and listened to her all day. Fantastic.”

“The presenter was excellent and so knowledgeable.”

“Practically Perfect in every way!”

Example

Office for National Statistics



To address the issue of alcohol harm at work, we delivered two webinars to the Office for National Statistics during Alcohol Awareness Week and Dry January respectively. The client was very impressed with both the service and training delivered.

"Collaborating with Alcohol Change UK was without a doubt the easiest and smoothest collaboration I've ever dealt

with from a third-party company. The webinar overall was a great success and it ran smoothly with all thanks going to [your trainer]. The feedback from staff regarding the webinar was nothing short of amazing, see the examples on the preceding page."

Aisling Reeks, SEI Business Support, Surveys and Economic Indicators, Office for National Statistics

16

We worked with 16 organisations across the year.

500

We developed three new webinar offers. Over 500 people viewed our webinars. Our most popular webinar topic was 'Mindful drinking'.

£12,704

We generated £12,704 in income (2019-20: £7,440).

3

We recruited three new associates.

Our aim is to
improve the **health**
and **happiness** of
people across the UK.



2019–2024 strategy

Top level impacts

2020–21 was the second financial year of our new five-year strategy, which commits us to five top level impacts that must happen if we are to reduce alcohol harm.

Improved knowledge Programmes that deliver this impact <ul style="list-style-type: none">• Research and innovation• Engagement	Better policy and regulation Programmes that deliver this impact <ul style="list-style-type: none">• Policy and influencing• Engagement	Shifted cultural norms Programmes that deliver this impact <ul style="list-style-type: none">• Culture change• Alcohol at work• Engagement	Improved drinking behaviours Programmes that deliver this impact <ul style="list-style-type: none">• Information and advice• Behaviour change	More and better support and treatment Programmes that deliver this impact <ul style="list-style-type: none">• Policy and influencing• Improving alcohol treatment
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Internal developments

Our strategy also commits us to four major internal developments that will help us, as a charity, to be as strong as we can be and best able to deliver these impacts. We do, of course, make dozens of smaller-scale improvements every year to the way we are run, but these four developments are our multi-year, strategic priorities.

Fundraising <ul style="list-style-type: none">• Creating sustainable income growth to break even by 2024	Impact assessment <ul style="list-style-type: none">• Being able to know, grow and show the difference we make	Data management <ul style="list-style-type: none">• Having the knowledge we need at our fingertips	Risk management <ul style="list-style-type: none">• Being able to confidently negotiate a higher risk environment
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2020–21 objectives: How did we do?

In our 2019–20 Annual Report and Accounts, we communicated our 30 primary objectives for the year ahead (2020–21) and promised to report on our progress. (These were our primary reportable objectives but do not cover the entirety of our work.) Four objectives were **messed or pushed back** to the subsequent year, two objectives were **delayed but completed** soon after year-end, and the other 24 objectives were **achieved or exceeded** their targets.

Programme or Area	2020–21 Objective	How did we do?
Research and innovation	1. Award New Horizons grants	✓ A strong response with four excellent projects awarded grants
	2. Commission research-into-policy projects	✓ Our 'Low and no alcohol report' was completed and communicated
	3. Hold national conference in Wales	✓ 400 people at our online conference. Over 96% learned something positive
	4. Labelling project	✓ High-quality report usable in policy discussions
Engagement	5. Develop and roll out engagement programme	✓ Recruited 11,471 new campaigners and 18 Community Champions
	6. Develop supporter engagement email journeys	✓ Sent engagement emails to over 75,000 supporters throughout the year with 4.2% of them taking meaningful actions
Policy and influencing	7. Build and develop APPG on Alcohol Harm	✓ Relunched with new chair, Christian Wakeford MP
	8. Progress on our key policy asks	✓ MPs, ministers and civil servants have heard our message on labelling
Information and advice	9. Develop a content strategy and new web content	✓ We produced a sector-leading COVID-19 hub on our website
	10. Deliver Alcohol Awareness Week 2020	✓ 4,400 partners took actions, up from 3,000 in 2019
Culture change	11. Create a programme of culture change content	✓ Our new #StopSoberShaming campaign saw significant cut-through
Behaviour change	12. Grow Dry January sign-ups	✓ Engagement reached 226k. Sign-ups: 130k, quiz: 96k
	13. Implement tailored user journeys by drinking level	✓ An improved, more customised user experience
	14. Develop long-term approach to marketing Dry January	✓ Full strategic review completed Feb 2021
Improving alcohol treatment	15. Launch new editions of Blue Light guides	✗ Pushed back to next year due to lack of staff capacity
	16. Safeguarding project successfully delivered	– Delays in the face-to-face training due to COVID-19 but guide published
Alcohol at work	17. Successful projects delivered	✓ Over 90% of clients gave positive client feedback
	18. Potential business growth	✓ Income grew 71% from £7,440 (2019–20) to £12,704 (2020–21)
Fundraising	19. Create and test fundraising propositions	✓ Positive feedback through all forms of fundraising
	20. Test individual giving plan	✓ Three tests completed, producing insight for future individual giving plans
	21. Secure corporate partners	✗ This was not achieved. A new approach was created for 21–22
Impact assessment	22. Complete phase one of improvement plan	✗ Pushed back to next year due to lack of staff capacity
Data management	23. Embed the CRM including staff training and support	✓ CRM is widely and effectively used across the charity
Risk management	24. Use risk register effectively	✓ Board reports confidence in risk management
Communications	25. Create a communications strategy	✓ Staff and board clear on communications priorities
	26. Undertake content review and create content strategy	✓ Website and other communications channels have a strong forward plan
	27. Better monitoring of comms activity	✓ Monthly 'report card' in place for ongoing monitoring and improvement
Finance	28. Implement new finance system, as needed	✗ Project delayed due to lack of staff capacity
	29. Review our investment policy and strategy	✗ Completed by Jul 2021, delays due to staff capacity
People	30. Secure additional staff capacity for Dry January	✓ Three extra staff in place Nov 2020 to Feb 2021

2020–21 challenges

Here we report on the most significant challenges faced by the charity from 1 April 2020 to the present.

COVID-19

Since March 2020, all of our lives have been overshadowed by COVID-19 and the associated Government responses. Our top priority, as a charity, is always our focus on reducing alcohol harm, so our first reaction was to focus on the pandemic's potential impact on alcohol harm and the people we exist to serve.

We undertook the first major national survey into drinking during lockdown, which has since been mentioned hundreds of times across the media. We rapidly

produced a COVID-19 hub on our website, which not only received very positive reviews and was widely linked to by other organisations, but most importantly helped tens of thousands of people. In fact, in the first month of lockdown five times as many people visited the 'Get help now' section of our website compared to the same period the previous year (2020: 15,417; 2019: 3,109).

We also worked with our friends in the alcohol treatment field and NHS to monitor and advise on rapid changes, such as the housing of rough sleepers in hotels, the rapid change to remote alcohol treatment

and the UK Government's advice on the status of off-licences.

Our second priority was our own team. Both the staff team and the board adapted very quickly to home-working and we were able to continue our work without any loss of time. Many staff members have embraced home working although all of us have inevitably found it challenging at times. At the current time (approval of this document, 4 October 2021), we are allowing a phased return to the office for staff who want to, but no enforced returns for anyone.

Our third priority was our financial situation. Initially our investments saw a significant collapse. We took advice from our investment manager, held steady, and benefitted from the subsequent market recovery. We undertook in-depth financial scenario planning. As our fundraising is still in its infancy, we were less affected than charities with a larger reliance on, for example, charity shops or fundraising from events. No staff were required to furlough.

As expected, our 2020-21 deficit did end up even bigger than we had budgeted, largely as a result of a significant drop in investment income, which the board decided to fund from the charity's reserves. However, our overall financial position was not significantly affected.

Staffing

We faced some staffing challenges, with departures of two key staff. With a small team of 16 people, such departures can have a significant effect. This led to annual objectives 15, 22, and 28 not being completed within the financial year and objectives 16 and 29 being delayed.

Policy environment

From 1 April 2020 to 31 March 2021, the UK Government was focused almost entirely on COVID-19. "Public health" was flung into the headlines and to the very top of the Government's agenda. Yet the Westminster Government, unlike the Welsh and Scottish Governments, has still not grasped that national policy action on alcohol harm can be affordable, effective, popular, and make a huge positive difference to people, families, communities and wider society. The effectiveness of our policy work, in this context, is inevitably more limited than if the Westminster Government had a different approach.

In response, we focus a significant amount of our energy on 'making the case for action' and building long-term support.



2021-22 plans: What we will be doing

Our 2021-22 Annual Plan sets out 27 objectives that we aim to deliver in the year, against our eight work programmes, our four internal developments, and our three critical functions of communications, finance and people. These are our primary reportable objectives. This does not cover the entirety of our work!

Programme or Area	2020-21 Objective	How did we do?
Research and innovation	1. Secure funding to deliver a treatment exploration project	At least one treatment exploration project funded (autism, food, end of life)
	2. Commission framing research	High quality provider commissioned for our alcohol harm framing project
	3. Hold national conference in Wales	Online national conference with 150+ delegates & >80% positive feedback
Engagement	4. Grow our number of online campaigners	Recruit at least 6k campaigners
	5. Engage with Ambassadors & Patrons	Recruit and/or reactivate at least 3 ambassadors and patrons
	6. Deepen Community Champions project	At least 15 Community Champions engaged in meaningful activity
Policy and influencing	7. Influence UK Government on alcohol price reform	Securing ministerial meetings, and receiving positive feedback that our evidence, arguments and positions are being taken seriously
	8. Influence Welsh & UK Governments on alcohol labelling	
	9. Influence UK Governments on funding for alcohol treatment	
Information and advice	10. Full review of website content	Clearer and more action-oriented 'information journeys' for web users
	11. Deliver Alcohol Awareness Week 2021	Match or exceed the number of Alcohol Awareness Week partners
Culture change	12. Ready to launch a culture shift campaign	An exciting, change-focused and clearly costed plan with board approval
Behaviour change	13. At least one experiment for growing Dry January sign-ups	Either a big leap in growth or usable learning for 2023
	14. Implement Missions and Journaling in Try Dry app	New functions delivered to time, budget and quality
	15. Grow Sober Spring sign-ups	Target of 5000 sign-ups
Improving alcohol treatment	16. Launch 'Safeguarding' and 'Assertive Outreach' guides	Safeguarding Jun 21, Assertive Outreach Nov 21
	17. Increase sales of Blue Light training	At least 24 Blue Light/safeguarding in-house training events sold
Alcohol at work	18. Increase sales of Workplace training	At least 18 webinars, 4 days of in-house training, 3 masterclasses sold
	19. Pilot audits/policy reviews	At least 3 audits/policy reviews sold
Fundraising	20. Grow Dry January Global income	Secure at least 2 more partners
	21. Decision on individual giving	Achieve c. 0.8% response rate from testing and scale up or put on hold
	22. Secure corporate partners	Achieve at least £70k income from Dry January corporate partners
Impact assessment	23. Know, grow and show our impact	Monitoring approach agreed for Behaviour Change & Alcohol at Work
Communications	24. Experiment with paid social media year-round	High levels of engagement and/or of learning of what works
	25. Website structure refresh and content strategy	Clear ongoing plan for content right across work programmes
Finance	26. Long-term financial scenario planning	Board and Executive have more confidence in long-term finances
	27. Retender our investment management	Strong investment strategy and investment manager in place

2020-21 overview

2020-21 was year two of our five-year financial strategy in which we aim to achieve long-term sustainability by diversifying and growing income streams while keeping expenditure under control.

Our operating deficit (before gains and losses on investments) for the year was £893k (2019-20: £521k). Although this was a big increase (£372k) on the previous year, the bulk (£366k) of this difference was caused by:

- Our planned New Horizons research programme (which increases expenditure every third year as we commit these grants), costing £241k (2019-20: £0).
- A £125k drop in dividend income from our investments because of the COVID-19 crisis.

Our investment gains in the year were £1,508k (2019-20: £1,069k loss), so our overall net position was a surplus of £615k (2019-20: £1,591k deficit).

Income

Total annual income, excluding the investment gain, was £793,224 (2019/20: £872,831).

Chart 1 shows how our income changed between 2020-21 and 2019-20. The overall decrease in income was largely driven by the COVID-19 crisis reducing our investment

income to £305k (2019-20: £431k). Our rental income of £44k plus some service costs is also shown under investments in Chart 1 and was stable.

By 2020-21, two restricted charitable grants left over from our 2017 merger had ended (Cancer Research UK, The Maudsley Charity), whereas these were still running in 2019-20, so this reduced our income from charitable activities. However, our grant from the Welsh Government remained broadly stable and there was a jump in income from fundraising, consultancy and training and other trading activities (such as Dry January Global).

Spending

Total expenditure was £1,686,415 (2019-20: £1,393,659), an increase of £292k. This increase was largely driven by the £241k we committed to the New Horizon research grants awards. There was also increased spend on our Behaviour Change programme, especially our Try Dry app, as we sought to further position the app as the market leader.

Chart 2 shows how the two main categories of expenditure changed between 2019-20 and 2020-21. The cost of raising funds, which includes both our investment management fees and our fundraising costs, increased to £299k (2019-20: £262k) as we further invested in fundraising.

Chart 1: Year-on-year income

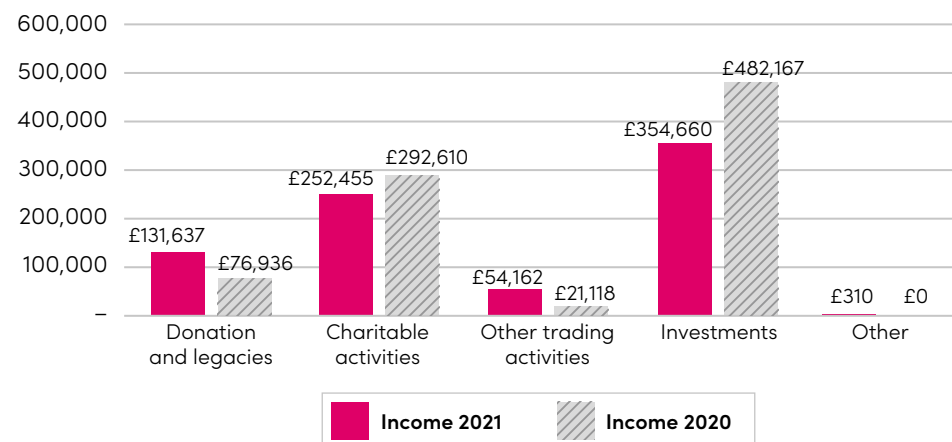
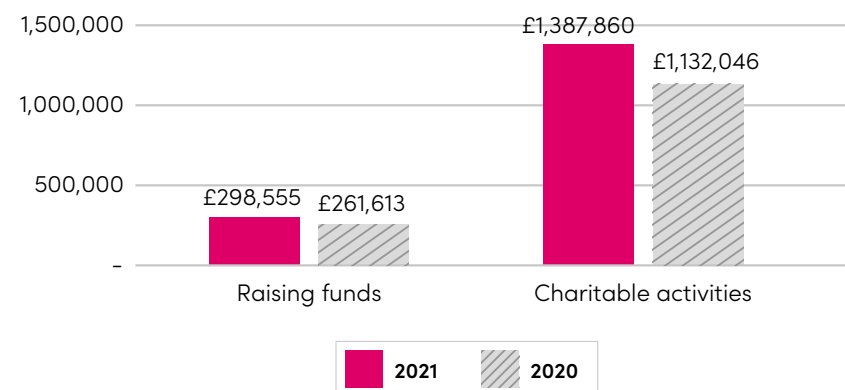


Chart 2: Year-on-year spending



Property

The charity owns both the premises that we occupy (ground floor) and an investment property (basement and terrace) that we rent out. The investment property was last valued in July 2017 and is sub-leased for a five-year term ending in August 2022. The current tenants have been meeting their lease obligations. The rental income for the year was £44k (excluding service charges) producing a 6% yield on the investment. The property did not require any material improvements or refurbishment work during the year. The charitable premises were accounted for an historical cost basis and depreciated, and the investment property is shown at fair value. A desk-based valuation indicates that no change is required to the property's valuation.

Investment income and value

Income from our investment portfolio was £305,407 (2019-20: £430,507) which constituted 39% of our income (2019-20: 49%). Investment income yield at year-end was 2.8%.

The value of listed investments at 31 March 2021, including cash pending investments, was £10,770,676 (31 March 20: £10,109,280). The steady rise in government bond yields and the widespread vaccination process had a positive impact on the economy in general.

Our capital gain was £1,508,169 and during the year £800,000 worth of capital was withdrawn as cash as planned to support the charity's working capital requirements and cover its deficit. Capital investment total return was 18.6%.

Investment management

Our investment policy and investment management arrangements had not been reviewed since 2011, so during 2021 we undertook a full review, considering investment policy and strategy and investment ethics, and retendering the management of our investments. In June 2021 we agreed our new investment objective: to generate a minimum total return of inflation (CPI) plus 4% per annum after fees over five-year rolling periods using a total return model. This should allow us to at least maintain the real value of our assets while funding annual expenditure from the fund of 2.5% to 4.0% per annum.

The board also discussed our role as a charity that seeks public support; and so decided to further strengthen our investment ethics by ending investments in companies that have more than 10% of revenue from any of these areas:

- Alcoholic drinks: production, wholesale or retail

- Tobacco: production, wholesale or retail
- Weapons production
- Gambling operations
- Pornography and violent material
- Fossil fuel exploration, extraction, and processing
- Animal testing for cosmetics (except where required by law)
- Intensive farming.

Finally, the board agreed to retender its investment management, in line with good practice. As a result of that exercise, the board agreed in October 2021 to appoint CCLA to manage its investment funds.

Reserves policy

Context

Our reserves are our net assets (minus our tangible fixed assets and our investment property) and at 31 March 2021 they were £10,848,306 (31 March 2020: £10,212,984). We use a risk-based approach to set our reserves policy.

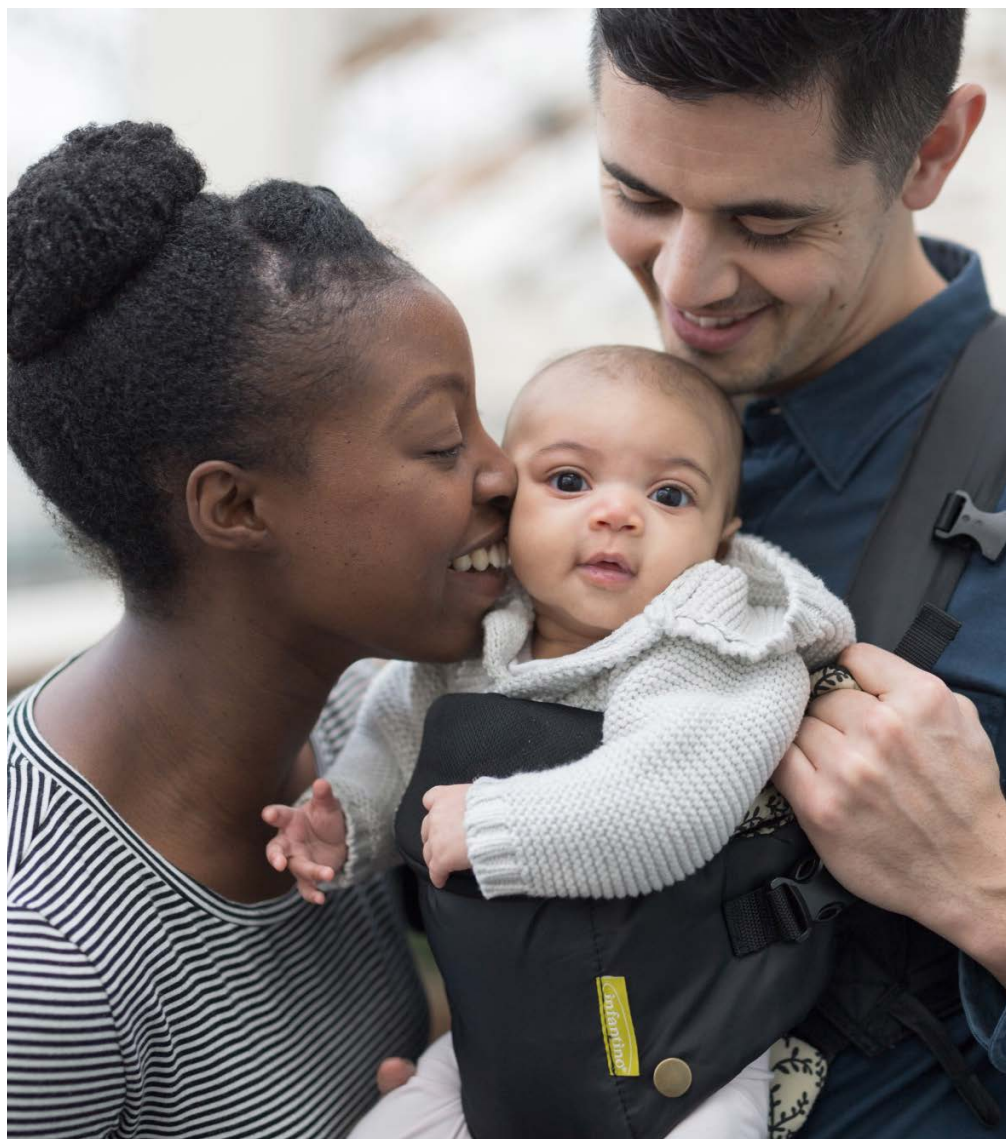
Our current high level of reserves relative to our expenditure is a function of our unusual financial situation and unusual financial risks. Following the merger in 2017 between Alcohol Research UK and Alcohol Concern, and the creation of Alcohol Change UK, we

became a larger, more resource intensive and more impactful charity and our expenditure currently significantly exceeds our income.

This is deliberate, as these planned deficits allow us to:

- Invest in fundraising growth in order to diversify and grow income with a view to breaking even in the medium-term,
- while continuing to deliver a significant reduction in alcohol harm, maintaining a full range of vital programmes to achieve our charitable purposes and strategy.

This major investment in fundraising growth sees Alcohol Change UK transitioning from its previous endowment model, in which the investment capital was retained and the investment income funded research grants and in which our impact was modest and could not increase, to a fundraising model in which investment income forms just one of a more diverse range of income streams which, in time, generates more funds so we can make even more of a difference.



Policy

During this transition period it is our policy to hold a high level of reserves in order to service these deficits while also generating an adequate level of investment income. Over the next few years, if our new income streams continue to grow and our deficits continue to reduce as planned, the board will substantially and proactively reduce the level of reserves to a level more consistent with a standard fundraising charity.

By supporting us financially, stakeholders and supporters will both reduce alcohol harm faster and enable us to make this transition more rapidly.

Future financial plans

COVID-19 had a negative impact on the dividend income from our investment portfolio and delayed our planned growth in events fundraising. In December 2020 and May 2021 we undertook thorough reviews of our longer-term financial plan and confirmed that, while we are unlikely to meet our original break-even target by the end of 2023-24, we are on the right track to break-even by 2026-27, if not sooner. The board reaffirmed its commitment to transitioning from our historic endowment-type model where no significant growth in impact is possible, to an income-generating model in which growth in impact can happen.

2020-21 was our first full financial year of fundraising. We were pleased with the response from across the UK and started to develop insight into the likely speed and direction of future growth. For the next three financial years (2021-22, 2022-23 and 2023-24) we have planned for significant income growth (47% by the end of 2023-24), alongside some controlled and limited growth in spending, with a view to making meaningful reductions in the deficit while continuing to deliver impact. We are already successfully developing a highly diversified income portfolio with income from financial investments, our rental property, trading, consultancy and training and multiple types of fundraising.

Early indications from 2021-22 are positive, with significant year-on-year growth in fundraising, trading, consultancy and training by 30 Sep 2021.

Going concern

The board has assessed the charity's ability to continue as a going concern for foreseeable future. We have considered a wide spectrum of internal and external risks, including COVID-19, operational plans, budgets, financial forecasts including cash-flow and the reserves. The board is fully satisfied that the charity is a going concern for the next 12 months.

How we are run

About the charity

Alcohol Change UK is a registered charity that exists to reduce alcohol harm in the UK. We are governed by a board of trustees and employ a professional staff team of 16 people to deliver our work. We also engage with thousands of other people who support the cause of reducing alcohol harm.

Our purpose and public benefit

The charity's objects (its official charitable purpose as set out in its governing document) are "The reduction of alcohol-related harm to individuals, families and communities." We work for a society that is free from the serious harm caused by alcohol. Our mission is to reduce alcohol harm in the UK.

We actively refer to the Charity Commission's guidance on public benefit when reviewing the charity's strategy and aims, in planning activities and in making grants. Alcohol Change UK exists to benefit the public by undertaking charitable activities which help to reduce alcohol harm for people across the UK. This covers many millions of children and adults in the UK. We also benefit broader society, for example by campaigning to implement policies which reduce the societal costs of alcohol harm, which are estimated to exceed £7bn in the UK each year. Our

charitable activity is diverse, reaching a broad public audience, not least the Dry January campaign and our engaging and accessible public-facing website.

One of our charitable activities is making research grants to other institutions and individuals. Our grant programmes are carefully designed to deliver public benefit. We make the research findings publicly accessible through our website and require that research published in academic journals is made, as far as possible, publicly available through the open access scheme. Any benefit, whether financial or to their career or reputation, received by researchers or research institutions through our grants, is strictly co-incidental to the objects of our work. We do not make grants with the aim of delivering any such private benefit.

Our values

We seek to live by and hold ourselves accountable against these three values, every day:

Truthful.

We seek and tell the truth.

Compassionate.

We care deeply about everyone seriously harmed by alcohol, whoever they are.

Ambitious for change.

We are optimistic and determined.

Governance and leadership

Board

We are governed by a board of trustees who are all volunteers and who, collectively, have expertise in health communications, charity finance, senior management, income generation, commissioning services, marketing, academic research and other specialisms. Many of them have professional expertise in alcohol issues and personal experiences of alcohol harm. All are deeply committed to reducing alcohol harm. The trustees set the overall direction, strategy and culture of Alcohol Change UK and appoint the Chief Executive Officer (CEO). They support and challenge the CEO and monitor the charity's performance against its agreed strategies, plans and goals. Board members work collectively, such that decisions of the board, once made, are supported by all board members.

Membership of the board

Our memorandum and articles of association (our legal governing document) allow a maximum number of 15 trustees at any one time. On 1 April 2020 we had 13 trustees. During the year, four trustees stood down and one new trustee was recruited, so on 31 March 2021 we had 10 trustees. One further trustee has been appointed since the financial year end, so we currently (at 4 October 2021) have 11 trustees. Trustees serve a term of three

years and may serve a maximum of two terms, although we are reviewing this.

The charity has 'members', who are the trustees, and we are also a charitable company, with our trustees being the Directors of the company.

Recruitment, induction and development

Trustees are recruited using open recruitment process. Vacancies are widely advertised and we are making concerted efforts to broaden the diversity of our board. Applicants submit a CV and cover letter and are interviewed. Appointments are made following necessary eligibility checks. New trustees receive a thorough induction process, consisting of opportunities to meet the staff team, discuss the charity in-depth with the CEO, and a full induction pack of key documents. Trustees are offered significant opportunities for learning and development, both through collective sessions provided to the board as a whole and through a budget enabling individual trustees to access training and attend conferences.

The board undertook an in-depth self-assessment against the Code of Good Governance in 2021 which led to a comprehensive action plan being agreed. This is being implemented over 2021 and 2022 and will further enhance the charity's governance.

Meetings

Full board meetings occur four times a year. Historically these have always been face-to-face with the option to dial-in, but from 1 March 2020 these have been held via teleconference and videoconference due to COVID-19 containment measures. We have returned to hybrid meetings from 4 October 2021.

Sub-committees

During the year we operated four sub-committees which support and challenge the executive team in more depth than is possible at full board meetings. Sub-committees do not have delegated decision-making powers but may recommend a course of action or a decision to the full board. The full board may accept or reject any sub-committee recommendation.

- The *research and policy* sub-committee oversees our research programme, grants awards, policy positions and priorities, and influencing activity.
- The *impact and income development* sub-committee oversees fundraising, communications, behaviour change and consultancy and training.
- The *finance and general purposes* sub-committee oversees finance, audit, risk, and facilities.

- The *governance and people* sub-committee oversees all governance and HR matters, including leading on trustee and CEO recruitment. This new committee replaced the previous nominations sub-committee in October 2020 with this broader remit over governance and HR matters.

Responsibilities and delegation

The strategic management of Alcohol Change UK is entrusted to the board of trustees and the responsibility for implementing strategy and for day-to-day management is delegated to the CEO. The CEO in turn delegates authority to his or her team and through them to individual budget-holders and team members. This is all set out in a detailed delegation of authority policy which is regularly reviewed.

Executive team

An executive team is formed by the CEO, if she or he wishes, in order to advise her or him and to ensure different teams across the charity are working as a coordinated single team. At 4 Oct 2021, the executive team consists of the CEO, Director of Wales, Director of Research and Policy, Director of Fundraising & Engagement, Director of Marketing and Communications (interim) and Head of Finance.

Staffing

At 31 March 2021 the charity employed 16 staff (12 full-time, four part-time). All staff are supported to develop personally and professionally, and we work hard to develop and maintain a positive, flexible, warm and dynamic working culture. We undertake an annual staff survey to assess any areas where further improvement may be needed and we support our line managers to ensure they have the skills and confidence to line manage their teams well.

Pay policy

Alcohol Change UK implemented a new, fairer and more transparent pay and grading policy in 2019 which introduced defined pay grades and pay points for all staff, excluding the CEO (see Chief Executive Officer's pay below). In general, pay levels are benchmarked against similar roles, for similar-sized charities, in London and Cardiff respectively. The charity seeks to pay in the middle of the benchmarked range, neither overpaying nor underpaying staff relative to the median. The most recent benchmarking exercise was undertaken in May to June 2019. Staff are paid according to the grade of their post, and posts are graded according to a published job evaluation system. There are five pay points within each grade and staff are paid based on their pay point, which is reviewed annually by the CEO

in liaison with their line manager, based on market demand for the post and the post-holder's level of and improvement in knowledge and skills. Annually, the board determines whether salaries should be adjusted to reflect changes in the cost of living with reference to the published February rate of the consumer prices index including housing (CPI-H). Employees receive pension contributions equivalent to 6% of gross salary in addition to salaries. Five employees opted to exchange their salary for a commensurate increase in the employer's pension contribution.

Chief Executive Officer's pay

The CEO, like all staff, generally receives a cost of living increase annually, based on the rate of CPIH that applies in February each year, and applied from the 1 April following, but the trustee board reserves the right not to award this (i) in circumstances of financial concern where awarding the inflationary uplift would not be in the charity's interests, (ii) to postholders whose performance is being managed with a view to improvement or who are subject to a disciplinary process, or (iii) for any other reason, at the board's discretion.

It is the board's policy to pay its CEO in line with (i) the profile and complexity of Alcohol Change UK, (ii) the range of skills and capability expected of our CEO, (iii) the scale of financial and human resources and risks being managed, (iv) the job market for

similar posts, and (v) practical issues such as the hours worked and the location of our head office. The Governance & People sub-committee annually benchmarks the CEO's pay against the ACEVO pay salary. Given the national profile of the charity, not least the Dry January campaign and our role in national policymaking, the considerable assets, complexity and relationships managed, and our London Head Office, we currently benchmark against the upper quartile of charities with an income of £5m-£9.99m and we generally seek to ensure that CEO pay is within a range no less than 3% below and no more than 3% above that. In undertaking this exercise, the sub-committee takes into account the CEO's performance, the charity's performance, the charity's financial context, and other relevant matters. It makes a recommendation to the full board. The board retains absolute discretion to set CEO pay outside these limits and to accept, amend or reject the sub-committee's recommendations."

The CEO's pay was last reviewed in June 2021, backdated to April 2021. During 2020-21 the ratio of the CEO's salary to the median salary within the charity was 2.1:1 (2019-20: 2.3:1) and the ratio to the lowest salary within the charity was 3.6:1 (2019-20: 3.8:1).

Conflicts of interest

We have in place a clear conflicts of interest policy and follow it closely. At each full board meeting, trustees and the executive team update the written declaration of all their interests outside the charity and are asked to declare any potential conflicts on the meeting agenda. We have no conflicts of interest to declare for 2020-21.

Expertise and advice

Alcohol Change UK is fortunate to have thousands of supporters who care passionately about reducing alcohol harm and we consistently listen to them and take their advice on a wide range of matters, through large-scale surveys, to listening exercises, to small-scale in-depth pieces of advice on specific issues.

We also established, in 2019, a new Expert Advisory Panel. This is a standing panel of experts in a range of areas and is used by both our board of trustees and staff team to ensure we are well-informed on key issues. It currently contains people with academic expertise and people with personal experience of alcohol harm and we will be expanding the panel over time to include expertise in other areas including the commissioning and provision of alcohol treatment.

As a charity we access professional advice as needed, for example from lawyers, HR advisors, digital experts, experts in race equalities, and so on.

Diversity equality and inclusion

One of our three core values is compassion: caring about everyone who might suffer from alcohol harm, whoever they are.

Equality and inclusivity are therefore central to who we are. We know that diversity, in its fullest sense, is a fundamental part of achieving real equality and inclusion.

It is our ambition that our board, staff team, expert advisory panel and wider supporter base are as diverse as possible. We have made positive efforts to diversify both our board and staff team over the past year. A confidential staff survey showed our workforce to be more diverse than the general population in terms of religion, ethnicity, and sexual orientation but less diverse on age and (dis)ability. We also employ many more women than men. A similar survey will be conducted with the board. These surveys will allow us to monitor progress towards achieving our ambition.

We have in place and are working through a strong anti-racism action plan. This includes actively working through all our programmes – from our research reports

to our engagement work, from our website to our policy priorities, from Dry January to our training courses – to increase their inclusivity and to remove any structural barriers discrimination. It also includes offering training in unconscious bias and anti-to all staff and board members; and further improvements to our recruitment processes.

Managing risk

Risk management processes

Our new strategy opened the charity up to a range of new opportunities and risks, so in 2019-20 we adopted a new approach to risk management. As a charity, we do not seek to automatically avoid risk, but rather to seek opportunities for change, to understand what risks we might face, and to manage those. We agreed a new risk management policy in June 2019 accompanied by a new, comprehensive risk register. Risks were classified by level: (A) full board level, (B) sub-committee level, (C) executive level and (D) operational risks. At 1 Sep 2021, the register contained 7 A-level risks, 21 B-level risks and 28 C-level risks, a total of 56 risks at level C or above. Our executive team reviews risks at least every six months, each sub-committee undertakes a full review of the risks within its remit annually, and the executive and full board review the full register annually. The overall process of risk management

is overseen by the finance and general purposes sub-committee.

While it might seem strange that our top three risks (Table 1) are financial, given our level of reserves, this reflects the scale of the challenge that we face in moving from a tiny level of fundraising in 2019 to at least £1m in fundraised income in order to breakeven. This scale of fundraising growth is tough at the best of times, but it's even harder with a stigmatised cause, at a very challenging time for fundraising across the UK charity sector, with no existing database of contacts, and in the midst of a pandemic and broader economic and political uncertainty. This is the biggest challenge we face, hence why these three risks are our most significant. If things go as planned, we should break even in four to six years before our reserves are spent. If any of these risks occurs at a serious level or for a sustained period, we run the risk of our reserves running out before the transition to new forms of income is complete, which in turn will require us to completely shift our strategy and operating model.

Our key risks

Table 1 shows the three highest scoring A-level and B-level risks on our risk register at 4 Oct 2021.

Table 1

Risk	Impact/5	Probability/5	Score	Mitigation actions in place
Difficulty delivering long-term sustainability as income significantly differs from three-year rolling budget	4 (Serious)	3 (Moderately likely)	12 (0)	Long-term scenario planning (May 21), three-year rolling budget (Jun 21), management accounts (quarterly), financial training for trustees and budget-holders, working FGP
Individual giving performance is not as budgeted	3 (Moderate)	3.5 (Unknown)	10.5 (-5.5)	Strict testing regime, optimise engagement prior to ask; purchase better quality data; strong transparency and board oversight
Reduction in value of investment income due to downturn in investment markets; impact of Brexit or other market shocks; slowdown in local and global economy; inadequate management of funds; downturn in building rental	3 (Moderate)	3 (Moderately likely)	9 (-6)	Clear and up-to-date investment policy with adequate diversification, strong investment management firm, cash requirements clearly communicated annually

Compliance

Safeguarding

We take our responsibility to provide a safe workplace extremely seriously. We ensure we have a positive, warm, and friendly working environment, with a clear policy supporting any staff to raise concerns if they feel they are not being treated properly. We have a named Safeguarding Officer. We had no reportable health and safety or safeguarding incidents in the year.

We also take very seriously our responsibility to those we support, whether through information on our website or through the Try Dry app or Dry January. Relevant website content is accuracy checked prior to publication. Our Try Dry app and broader Dry January messaging contain repeated messages that anyone who is alcohol dependent should not stop drinking suddenly and, if they experience symptoms of withdrawal such as sweats, shakes, or severe headaches they should seek immediate medical attention. We have had no reports of any medical emergencies resulting from Dry January, but we are not complacent and work to continually enhance our messaging to reduce such risks further.

Data protection

We have a named Data Protection Officer and high data protection standards. Staff receive training on data protection at least annually. Clear processes are in place and frequently communicated. We have no reportable data incidents during the 2020-21 financial year.

Fundraising

We pride ourselves on very high fundraising ethics. We know that many people actively want to give their support, in order to reduce alcohol harm, faster, for more people. We make it as easy as possible for people to do so, in the ways that work best for them. We run our own fundraising processes, enabling us to keep control and maintain standards, and do not outsource to fundraising agencies. We are members of Remember A Charity, joining forces with over 200 other charities to encourage people to consider leaving a gift to a charity in their will. We do not currently undertake any higher-pressure fundraising techniques such as telephone, door-to-door or face-to-face fundraising, so do not enter any situation where we would be putting a vulnerable person under pressure to donate. Our postal and email fundraising appeals are only sent to contacts who have been very carefully checked that they are either existing supporters or that we have full permission to contact. We are members of the Fundraising Regulator and work

within the Code of Fundraising Practice. In 2020-21, we had zero fundraising complaints (2019-20: 0).

Grantmaking

As members of the Association of Medical Research Charities we seek to adopt the highest standards of research grant-making. Grants are only awarded after a thorough assessment process, generally including advice from members of our Expert Advisory Panel, and overseen by our research and policy sub-committee and ultimately made by our full board of trustees. Smaller grants can be made by executive team members within agreed limits in line with our delegation of authority policy.

The payment of grants is linked to project milestones and we carefully assess the progress of research projects before releasing funds. Projects that are not progressing to plan can have their payments delayed or withdrawn. We also support our grant holders wherever possible to anticipate problems before they appear and to resolve them if they do. All grant payments can be fully audited through our financial management system.

Memberships

During the financial year, we were members of the Association of Medical Research Charities, CharityComms, the National Council for Voluntary Organisations, Eurocare (the European Alcohol Policy Alliance), the Alcohol and Families Alliance, and the Alcohol Health Alliance. Our CEO was a member of the Association of Chief Executives of Voluntary Organisations.

Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity 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 and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which 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 in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity'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 regulations made under the Companies Act 2006 and the Charities Act 2011. 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- They have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Trustees on 4 Oct 2021 and signed on their behalf by

Fiyaz Mughal, OBE,
Chair of the Board of Trustee

Independent auditor's report to the members of Alcohol Research UK

Opinion

We have audited the financial statements of Alcohol Research UK (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable 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 Alcohol Research UK'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 trustees' 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 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 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 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 charitable 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 in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

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 are set out below.

Capability of the audit in detecting irregularities

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:

- We enquired of management and the finance and general purposes committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano
(Senior statutory auditor)

14 December 2021

for and on behalf of
Sayer Vincent LLP,
Statutory Auditor
Invicta House, 108-114 Golden Lane,
LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	116,637	15,000	131,637	61,936	15,000	76,936
Charitable activities:	3						
Research and innovation		-	63,286	63,286	-	65,053	65,053
Policy and influencing		13,289	53,793	67,083	12,800	70,346	83,146
Culture change		-	41,136	41,136	-	36,555	36,555
Information and advice		-	-	-	-	24,386	24,386
Behaviour change		-	-	-	-	40,000	40,000
Improving alcohol treatment		68,246	-	68,246	36,030	-	36,030
Alcohol at work		12,704	-	12,704	7,440	-	7,440
Other trading activities	4	54,162	-	54,162	21,118	-	21,118
Investments	5	354,660	-	354,660	482,167	-	482,167
Other		310	-	310	-	-	-
Total income		620,008	173,216	793,224	621,491	251,340	872,831
Expenditure on:							
Raising funds							
Donations and legacies		231,365	-	231,365	191,259	-	191,259
Investment management costs		67,190	-	67,190	70,354	-	70,354
Charitable activities:							
Research and innovation		380,154	61,048	441,201	217,943	66,725	284,668
Engagement		47,316	-	47,316	21,461	-	21,461
Policy and influencing		129,574	57,924	187,497	145,728	61,918	207,646
Culture change		45,427	39,245	84,672	39,864	37,494	77,358
Information and advice		38,674	-	38,674	95,124	4,081	99,205
Behaviour change		408,572	15,000	423,572	257,589	73,473	331,062
Improving alcohol treatment		89,707	-	89,707	69,925	-	69,925
Alcohol at work		75,221	-	75,221	40,721	-	40,721
Total expenditure	6a	1,513,199	173,216	1,686,415	1,149,968	243,691	1,393,659
Net income/(expenditure) before gains/(losses) on investments		(893,191)	-	(893,191)	(528,477)	7,649	(520,828)
Net gains/(losses) on investments	15	1,508,169	-	1,508,169	(1,069,719)	-	(1,069,719)
Net income/(expenditure) for the year		614,978	-	614,978	(1,598,196)	7,649	(1,590,547)
Transfers between funds	19a	-	-	-	(8,494)	8,494	-
Net movement in funds		614,978	-	614,978	(1,606,690)	16,143	(1,590,547)
Reconciliation of funds:							
Total funds brought forward		12,557,026	-	12,557,026	14,163,716	(16,143)	14,147,573
Total funds carried forward	19a	13,172,004	-	13,172,004	12,557,026	-	12,557,026

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

Balance sheet

For the year ended 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	14		1,622,699		1,643,042
Investments	15		10,770,676		10,109,280
Investment property	16		701,000		701,000
			13,094,375		12,453,322
Current assets:					
Stock		8,277		7,313	
Debtors	17	114,814		249,735	
Cash at bank and in hand		425,584		168,894	
		548,675		425,942	
Liabilities:					
Creditors: amounts falling due within one year	18	(340,014)		(315,467)	
Net current assets			208,660		110,475
Total assets less current liabilities			13,303,035		12,563,797
Creditors: grants payable due after one year	8a		(131,030)		(6,771)
Total net assets			13,172,004		12,557,026
The funds of the charity:	19a				
Restricted income funds:		-		-	
Unrestricted income funds:					
Fair value reserve		3,582,239		2,074,070	
General funds		9,589,765		10,482,956	
Total unrestricted funds			13,172,004		12,557,026
Total charity funds			13,172,004		12,557,026

Approved by the board of directors on 04/10/2021 and signed on their behalf by:

Fiyaz Mughal OBE
Chair of the Board of Trustees

Company number: 07462605

Statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income/(expenditure) or the reporting period (as per the statement of financial activities)		614,978		(1,590,547)	
Depreciation and impairment on fixed assets		40,538		47,831	
(Gains)/losses on revaluation of investments		(1,508,169)		1,069,719	
Dividends, interest and rent from investments		(354,660)		(482,167)	
(Increase) in stocks		(964)		(7,313)	
Decrease/(increase) in debtors		134,922		(5,675)	
Increase(decrease) in creditors		148,807		(203,861)	
Net cash used in operating activities			(924,548)		(1,172,013)
Cash flows from investing activities:					
Dividends, interest and rent from investments		354,660		482,167	
Purchase of fixed assets		(20,194)		(10,279)	
Proceeds from sale of investments		2,093,796		1,416,234	
Purchase of investments		(1,364,799)		(486,892)	
Cash released/(invested in) from investment portfolio		117,776		(271,615)	
Net cash used in operating activities			1,181,238		1,129,615
Change in cash and cash equivalents in the year			256,690		(42,398)
Cash and cash equivalents at the beginning of the year			168,894		211,292
Cash and cash equivalents at the end of the year			425,584		168,894

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies

a) Statutory information

Alcohol Research UK is a charitable company limited by guarantee and is incorporated in the United Kingdom. Alcohol Change UK is the operating name of Alcohol Research UK.

The registered office address and principal place of business is 27 Swinton Street, London, WC1X 9NW.

b) 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

"In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below."

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The board of directors consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

The board of directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. For further information about going concern please refer to the trustees' report.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) 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.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

h) 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 raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of our programmes: research and innovation, engagement, policy and influencing, culture change, information and advice, behaviour change, improving alcohol treatment and alcohol at work, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

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

Notes to the financial statements

For the year ended 31 March 2021

1. Accounting policies (continued)

i) Allocation of support costs

"Wherever possible resources expended are attributed to the particular activity where the cost relates directly to that activity. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources."

"Support costs include all expenditure not directly related to charitable activities: general office and administrative costs, information technology, finance, HR, premises and governance. Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements and strategic management of the charity's activities."

Support costs, including governance, are apportioned to expenditure on raising funds and expenditure on charitable activities on the following basis, which is an estimate based on staff time attributable to each activity.

• Raising funds	15%
• Research and innovation	11%
• Engagement	6%
• Policy and influencing	11%
• Culture change	4%
• Information and advice	4%
• Behaviour change	37%
• Improving alcohol treatment	6%
• Alcohol at work	6%

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000 on initial acquisition and included in the balance sheet at cost or valuation including costs attributable to bringing the assets into working condition for their intended use. Expenditure which enhances the tangible fixed assets is capitalised at cost. Fixed assets donated for the charity's own use are capitalised at their current value.

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold property	50 years
• Office equipment	3 years
• Furniture & fixtures	3 years
• Software	3 years

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Investment income

Investment income comprises interest and dividends receivable in the year and rental income from the investment property and is shown inclusive of recoverable tax.

m) Listed investments

"Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments."

n) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. The valuation method used to determine fair value will be stated in the notes to the accounts.

o) Stock

Stock consists of purchased goods for resale and is valued at a lower of cost and net realisable value.

p) 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.

q) 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.

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Grants payable due after one year are payable within one to three years of the balance sheet date.

s) Pensions

The pension cost charge represent contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Notes to the financial statements

For the year ended 31 March 2021

2. Income from donations and legacies

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Donations from individuals and trusts	116,637	15,000	131,637	43,936	15,000	58,936
Legacies	-	-	-	18,000	-	18,000
	116,637	15,000	131,637	61,936	15,000	76,936

3. Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Research and innovation						
• Welsh Government	-	60,374	60,374	-	-	-
• Other Income	-	2,912	2,912	-	65,053	65,053
	-	63,286	63,286	-	65,053	65,053
Policy and influencing						
• Cancer Research UK	-	-	-	-	9,979	9,979
• Conference income	13,289	-	13,289	12,800	-	12,800
• Welsh Government	-	51,318	51,318	-	-	-
• Other Income	-	2,475	2,475	-	60,367	60,367
	13,289	53,793	67,083	12,800	70,346	83,146
Culture change						
• Welsh Government	-	39,243	39,243	-	36,555	36,555
• Other Income	-	1,893	1,893	-	-	-
	-	39,243	41,136	-	36,555	36,555
Information and advice						
• Maudsley Charity	-	-	-	-	24,386	24,386
	-	-	-	-	24,386	24,386
Behaviour change						
• Public Health England	-	-	-	-	40,000	40,000
	-	-	-	-	40,000	40,000
Improving alcohol treatment	68,246	-	68,246	36,030	-	36,030
Alcohol at work	12,704	-	12,704	7,440	-	7,440
Total income from charitable activities	94,239	156,323	252,455	56,270	236,340	292,610

Notes to the financial statements

For the year ended 31 March 2021

4. Income from other trading activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Dry January licencing	46,269	-	46,269	15,000	-	15,000
Merchandise sales	7,893	-	7,893	6,118	-	6,118
	54,162	-	54,162	21,118	-	21,118

5. Income from investments

	2021 Total £	2020 Total £
Fixed Interest		
Corporate bonds and British Government stocks	71,680	122,448
Overseas Bonds	854	21,126
Equities - UK and overseas	232,873	286,933
	305,407	430,507
Investment property rental income	49,185	51,431
Bank deposit interest	68	229
	354,660	482,167

All income from investments is unrestricted.

Notes to the financial statements

For the year ended 31 March 2021

Cost of raising funds ■
Charitable activities ■

6a. Analysis of expenditure (current year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	Support and governance costs £	2021 Total £	2020 Total £
Staff costs (note 10)	86,952	4,815	106,971	29,202	112,729	54,199	20,483	104,611	25,336	25,336	169,470	740,104	650,002
Other staff costs	377	88	653	523	752	679	215	16,404	595	19,347	13,555	53,187	46,197
Board and committees	-	-	-	-	-	-	-	-	-	-	90	90	6,657
Buildings and office running costs	13,636	11	1,114	16	3,797	48	264	5,717	266	266	59,059	84,195	98,130
Conferences and events	-	-	1,205	-	1,033	774	-	-	-	-	18	3,030	24,100
Depreciation	-	-	-	-	-	-	-	-	-	-	40,537	40,537	47,831
External associates and advice	-	-	-	-	-	-	-	-	45,538	9,505	-	55,043	56,783
Fundraising expenses	73,132	-	214	-	183	137	-	14,899	-	-	-	88,565	67,558
Grants management and advisory panel costs	-	-	-	-	-	-	-	-	-	-	-	-	148
Grants payable (note 8)	-	-	218,375	-	-	-	-	-	-	-	-	218,375	(13,739)
Insurance	-	-	-	-	-	-	-	-	-	-	5,868	5,868	7,737
Investment costs	-	62,380	-	-	-	-	-	-	-	-	(8,000)	54,380	55,216
Legal and professional fees	-	-	-	-	-	-	-	8,767	-	-	30,281	39,048	22,003
Meeting costs	-	-	110	-	95	71	-	-	-	-	321	597	7,091
Other costs	326	(459)	493	1	1,597	2	43	7	(2,763)	135	3,522	2,903	14,162
Publications, communications and marketing	13,508	316	8,504	474	7,721	3,591	7,202	163,547	2,174	2,071	5,428	214,536	230,741
Research, policy and campaigns costs	831	40	60,279	60	16,607	4,649	527	2,262	100	100	500	85,956	73,042
	188,763	67,190	397,918	30,276	144,514	64,150	28,733	316,215	71,246	56,760	320,650	1,686,415	1,393,659
Support and governance costs (note 7a)	42,602	-	43,283	17,041	42,983	20,522	9,940	107,357	18,461	18,461	(320,650)	-	-
Total expenditure 2021	231,365	67,190	441,201	47,316	187,497	84,672	38,674	423,572	89,707	75,221	-	1,686,415	
Total expenditure 2020	191,259	70,354	284,668	21,461	207,646	77,358	99,205	331,062	69,925	40,721	-		1,393,659

Notes to the financial statements

For the year ended 31 March 2021

Cost of raising funds



Charitable activities

6b. Analysis of expenditure (prior year)

	Donations and legacies	Investment management costs	Research and innovation	Engagement	Policy and influencing	Culture change	Information and advice	Behaviour change	Improving alcohol treatment	Alcohol at work	Support and governance costs	2020 Total
	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs (note 10)	67,605	3,717	118,674	6,286	101,109	42,631	50,341	78,853	14,332	14,487	151,967	650,002
Other staff costs	44	2	1,997	3	509	215	28	35	10	5	43,349	46,197
Board and committees	-	-	-	-	-	-	-	-	-	-	6,657	6,657
Buildings and office running costs	8,775	9	9,130	14	1,554	38	134	6,098	957	79	71,342	98,130
Conferences and events	-	-	1,771	-	13,792	250	-	-	7,961	81	245	24,100
Depreciation	-	-	-	-	-	-	-	-	-	-	47,831	47,831
External associates and advice	-	-	8,169	-	2,475	2,072	1,260	-	34,149	8,658	-	56,783
Fundraising expenses	41,204	-	288	9,881	1,652	185	-	6,429	106	7,813	-	67,558
Grants management and advisory panel costs	-	-	82	-	66	-	-	-	-	-	-	148
Grants payable (note 8)	-	-	(13,739)	-	-	-	-	-	-	-	-	(13,739)
Insurance	-	-	-	-	-	-	-	-	-	-	7,737	7,737
Investment costs	-	62,647	-	-	-	-	-	-	-	-	(7,431)	55,216
Legal and professional fees	-	-	1,773	-	256	-	-	4,555	-	-	15,419	22,003
Meeting costs	216	2	1,828	3	1,923	827	30	343	47	694	1,178	7,091
Other costs	206	460	-	-	2,364	-	-	4,167	3,576	-	3,389	14,162
Publications, communications and marketing	8,241	377	12,167	566	12,040	10,140	4,944	177,767	942	1,059	2,498	230,741
Research, policy and campaigns costs	-	-	60,659	-	10,000	-	1,293	1,090	-	-	-	73,042
	126,291	67,214	202,799	16,753	147,740	56,358	58,030	279,337	62,080	32,876	344,181	1,393,659
Support and governance costs (note 7b)	64,968	3,140	81,869	4,708	59,906	21,000	41,175	51,725	7,845	7,845	(344,181)	-
Total expenditure 2020	191,259	70,354	284,668	21,461	207,646	77,358	99,205	331,062	69,925	40,721	-	1,393,659

Notes to the financial statements

For the year ended 31 March 2021



Cost of raising funds 
Charitable activities 

7a. Analysis of support and governance costs (current year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2021 Total £	2020 Total £
Finance	10,953	-	9,730	4,381	9,853	4,377	2,556	27,602	4,746	4,746	78,945	77,814
Office and general management	3,057	-	4,574	1,223	4,343	2,416	713	7,705	1,325	1,325	26,681	39,668
IT, internet and telephones	6,310	-	7,104	2,524	6,961	3,485	1,472	15,902	2,734	2,734	49,228	46,637
HR and other professional fees	3,869	-	4,535	1,548	4,421	2,252	903	9,750	1,677	1,677	30,630	34,776
Buildings and premises	8,852	-	9,210	3,541	9,116	4,403	2,065	22,306	3,836	3,836	67,164	78,982
Support costs	33,041	-	35,153	13,217	34,694	16,934	7,710	83,264	14,318	14,318	252,648	277,877
Audit fees	1,402	-	1,028	561	1,075	421	327	3,533	608	608	9,563	12,001
Insurance	339	-	248	135	260	102	79	853	147	147	2,309	2,715
Legal advice	2,286	-	1,676	914	1,753	686	533	5,761	991	991	15,591	863
Board and committee meetings	20	-	14	8	15	6	5	50	9	9	134	15,630
Constitutional and statutory needs	739	-	542	296	566	222	172	1,862	320	320	5,039	2,318
Strategic management	4,775	-	4,621	1,910	4,621	2,152	1,114	12,034	2,069	2,069	35,367	32,777
Governance costs	9,561	-	8,131	3,824	8,289	3,588	2,231	24,093	4,143	4,143	68,002	66,304
Total expenditure 2021	42,602	-	43,283	17,041	42,983	20,522	9,940	107,357	18,461	18,461	320,650	
Total expenditure 2020	64,968	3,140	81,869	4,708	59,906	21,000	41,175	51,725	7,845	7,845		344,181

Notes to the financial statements

For the year ended 31 March 2021

Cost of raising funds 
Charitable activities 

7b. Analysis of support and governance costs (prior year)

	Donations and legacies £	Investment management costs £	Research and innovation £	Engagement £	Policy and influencing £	Culture change £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol at work £	2020 Total £
Finance	15,285	738	17,996	1,108	13,010	4,127	9,688	12,170	1,846	1,846	77,814
Office and general management	6,515	315	10,271	472	7,774	3,431	4,129	5,187	787	787	39,668
IT, internet and telephones	8,458	409	11,390	613	8,427	3,204	5,360	6,734	1,021	1,021	46,637
HR and other professional fees	6,305	305	8,495	457	6,285	2,391	3,996	5,020	761	761	34,776
Buildings and premises	15,152	732	18,578	1,098	13,529	4,566	9,603	12,064	1,830	1,830	78,982
Support costs	51,715	2,499	66,730	3,748	49,025	17,719	32,776	41,175	6,245	6,245	277,877
Audit fees	2,505	121	2,650	181	1,875	484	1,587	1,994	302	302	12,001
Insurance	567	27	600	41	424	110	359	451	68	68	2,715
Legal advice	180	9	190	13	135	35	114	143	22	22	863
Board and committee meetings	3,261	158	3,451	236	2,442	630	2,067	2,597	394	394	15,630
Strategic management	6,256	303	7,736	454	5,643	1,928	3,965	4,980	756	756	32,777
Governance costs	13,253	641	15,139	960	10,881	3,281	8,399	10,550	1,600	1,600	66,304
Total expenditure 2020	64,968	3,140	81,869	4,708	59,906	21,000	41,175	51,725	7,845	7,845	344,181

Notes to the financial statements

For the year ended 31 March 2021

8a. Grant making (current year)

	Small grants £	Research and development grants £	Studentship grants £	2021 £	2020 £
At the start of the year	2,586	81,229	11,600	95,415	277,887
Awarded in year	-	241,114	-	241,114	500
Paid in the year	(1,134)	(37,282)	(11,600)	(50,016)	(168,733)
Grants cancelled	-	(16,804)	-	(16,804)	(14,239)
Grants refunded	-	(5,435)	(500)	(5,935)	-
At the end of the year	1,452	262,822	(500)	269,709	95,415
Falling due within one year	1,452	137,227	-	138,679	88,644
Falling due after more than one year	-	131,030	-	131,030	6,771

8b. Grant making (prior year)

	Small grants £	Research and development grants £	Studentship grants £	2020 £
At the start of the year	13,185	211,502	53,200	277,887
Awarded in year	-	-	500	500
Paid in the year	(10,599)	(116,034)	(42,100)	(168,733)
Grants cancelled	-	(14,239)	-	(14,239)
Grants refunded	-	(5,435)	(500)	(5,935)
At the end of the year	2,586	81,229	11,600	95,415
Falling due within one year	2,586	74,458	11,600	88,644
Falling due after more than one year	-	6,771	-	6,771

Full details of grants paid during the year and outstanding at the year end are listed in Appendix 1 to the Financial Statements.

Grants to individuals (studentship grants)

The grants covered course fees and, in some instances, included maintenance and other allowances on an agreed scale.

Notes to the financial statements

For the year ended 31 March 2021

9. Net income/(expenditure) for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Depreciation	40,537	47,831
Operating lease rentals payable	-	3,352
Operating lease rentals receivable	(49,185)	(51,431)
Auditor's remuneration (excluding VAT)		
Audit	9,150	8,950
Other services	-	360

10. Analysis of staff costs, board of trustees' remuneration and expenses, and the cost of key management personnel

	2021 £	2020 £
Salaries and wages	625,987	531,771
Redundancy and termination costs	-	20,486
Social security costs	62,924	53,977
Employer's contribution to defined contribution pension schemes	51,193	43,768
	740,104	650,002

The following number of employees received employee benefits (excluding employer pension costs and national insurance) during the year between:

	2021 No.	2020 No.
£80,000 - £89,999	1	1

During the year, the charity's key management personnel comprised of the chief executive officer and directors. During 2020-21, the executive team was broadened to include the heads of departments. The total employee benefits (including employer pension contributions and employer national insurance) of the key management personnel at 31 March 2021 were £378,246 (2020: £267,727).

Termination payments were made in the year amounting to £nil (2020: £20,486), of which £4,599 was outstanding at the year end. The termination costs are recognised in full as an expense on the statement of financial activities.

The trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No trustees received payment for professional or other services supplied to the charity (2020: £nil).

Included in the board and committee and conference and events costs in Note 6a is a total of £nil (2020: £2,856) for trustees' expenses, which represents the payment or reimbursement of travel, subsistence and accommodation relating to attendance at trustee meetings and events. Grant funding received for projects in which trustees or directors are involved is disclosed in Note 12.

Notes to the financial statements

For the year ended 31 March 2021

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 16 (2020: 13).

The average monthly number of full-time equivalent employees (including part-time staff) during the year was:

	2021 FTE	2020 FTE
Raising funds	2.2	1.5
Research and innovation	1.9	1.8
Engagement	0.2	0.1
Policy and influencing	2.2	2.0
Culture change	0.9	0.9
Information and advice	1.2	1.2
Behaviour change	2.4	1.6
Improving alcohol treatment	0.6	0.3
Alcohol at work	0.6	0.3
Support functions, management and governance	3.2	3.0
	15.4	12.7

12a. Related party transactions (current year)

There is £100 donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No other related parties transactions to report on 2021.

Notes to the financial statements

For the year ended 31 March 2021

12b. Related party transactions (prior year)

Of the grants paid during the year, the following trustees are associated with institutions that received funding from the charity. Such grants were made in accordance with our conflicts of interest policy and without any involvement of these trustees.

	Grants paid in year £	Outstanding at year-end £
Edge Hill University 2017 SG/1064 Professor Derek Heim of Edge Hill University, was a Trustee of Alcohol Research UK until 31 March 2020	1,000	–
King's College London 2017 SG/1074 Dr Emmert Roberts of King's College London, is a Trustee of Alcohol Research UK	2,260	1,452
	3,260	1,452

13. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2021

14. Tangible fixed assets

	Freehold property £	Leasehold property £	Furniture & fixtures £	Office equipment £	Software £	Total £
Cost						
At the start of the year	39,500	1,695,558	27,546	15,364	10,279	1,788,247
Additions in year	-	-	-	18,519	1,675	20,194
At the end of the year	39,500	1,695,558	27,546	33,883	11,954	1,808,441
Depreciation						
At the start of the year	-	101,733	27,546	15,069	857	145,206
Charge for the year	-	33,911	-	3,044	3,582	40,537
At the end of the year	-	135,644	27,546	18,113	4,439	185,743
Net book value						
At the end of the year	39,500	1,559,914	-	15,770	7,515	1,622,699
At the start of the year	39,500	1,593,825	-	295	9,422	1,643,042

Land with a value of £39,500 (2020: £39,500) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2021

15. Listed investments

Investments are included at their market value.

Fair value at the start of the year

Additions at cost

Disposal proceeds

Net gain/(loss) on change in fair value

Cash held by investment manager pending reinvestment

Fair value at the end of the year

	2021 £	2020 £
	9,737,940	11,737,001
	1,364,799	486,892
	(2,093,796)	(1,416,234)
	1,508,169	(1,069,719)
	10,517,112	9,737,940
	253,564	371,340
	10,770,676	10,109,280

Investments comprise:

Fixed Interest:

Corporate bonds and British Government stocks

Equities

Property

Alternative assets

Cash

	2021 £	2020 £
	1,511,187	1,893,789
	6,796,023	5,530,683
	1,040,716	1,288,340
	1,169,186	1,025,128
	253,564	371,340
	10,770,676	10,109,280

16. Investment property

Investments are included at their market value.

Fair value at the start of the year

Additions

Impairments

Revaluation during the year

Fair value at the end of the year

	2021 £	2020 £
	701,000	701,000
	-	-
	-	-
	-	-
	701,000	701,000

The investment property is in the basement of the charity's head office at Swinton Street. The purchase price was attributed between tangible fixed assets and investment property in proportion with the fair value at the year end. The property was last valued on 3 July 2017 by Carter Jonas LLP. At 31 March 2021, the fair value of the investment property was assessed against the publicly available average UK yield for commercial properties and it was concluded that the valuation assumptions have not materially changed since the last valuation. The property is let under the same lease terms for a five-year period until August 2022.

Notes to the financial statements

For the year ended 31 March 2021

17. Debtors

	2021 £	2020 £
Equity interest and dividends declared but not yet received	57,017	69,727
Trade debtors	30,373	119,158
Prepayments and accrued income	27,424	60,850
	114,814	249,735

18. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	38,725	44,072
Taxation and social security	17,408	16,711
Other creditors	73,529	105,167
Accruals	71,674	60,873
Grants payable (see Note 8)	138,679	88,644
	340,014	315,467

Notes to the financial statements

For the year ended 31 March 2021

19a. Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Alliance House Foundation	-	15,000	(15,000)	-	-
Welsh Government	-	150,936	(150,936)	-	-
Kyowa Kirin Ltd	-	3,000	(3,000)	-	-
Heb Ffin	-	2,280	(2,280)	-	-
Sodexo	-	2,000	(2,000)	-	-
Total restricted funds	-	173,216	(173,216)	-	-
Fair value reserve	2,074,070	1,508,169	-	-	3,582,239
General funds	10,482,956	620,008	(1,513,199)	-	9,589,765
Total unrestricted funds	12,557,026	2,128,177	(1,513,199)	-	13,172,004
Total funds	12,557,026	2,301,393	(1,686,415)	-	13,172,004

19b. Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Alliance House Foundation	-	15,000	(15,000)	-	-
Maudsley Charity	(20,305)	24,386	(4,081)	-	-
Welsh Government	4,162	161,975	(166,137)	-	-
Cancer Research UK	-	9,979	-	(9,979)	-
Public Health England	-	40,000	(58,473)	18,473	-
Total restricted funds	(16,143)	251,340	(243,691)	8,494	-
Fair value reserve	3,143,789	-	(1,069,719)	-	2,074,070
General funds	11,019,927	621,491	(1,149,968)	(8,494)	10,482,956
Total unrestricted funds	14,163,716	621,491	(2,219,687)	(8,494)	12,557,026
Total funds	14,147,573	872,831	(2,463,378)	-	12,557,026

Notes to the financial statements

For the year ended 31 March 2021

19c. Purposes of restricted funds

Restricted funds comprise income which the charity can only use in accordance with terms set out in a written agreement with the original donor or funder. Projects which received funding in this way in 2020/21 are shown below:

Alliance House Foundation contributed to Dry January, which is part of our behaviour change programme.

The Welsh Government grant is supporting delivery of the 'Working Together to Reduce Harm, Substance Misuse Delivery Plan', including raising awareness of alcohol misuse issues across Wales and campaigning for an effective alcohol policy and improved services for people whose lives are affected by alcohol-related problems.

Kyowa Kirin awarded grant was to support 2020 Wales Conference entitled "Working with the whole person: Alcohol, mental health and complex needs". The aim of the conference was to bring together a range of professionals from different backgrounds to work on solutions to the complex challenges they face in their day-to-day practices.

Sodexo funding was to support "Feeding recovery project". The aim of the project was to develop a package that drug and alcohol services across the UK could use to reduce malnutrition amongst their clients.

Heb Ffin grant was to fund workshop that was prepared and run with the aim of providing support to StreetLife staff and volunteers.

20. Operating lease commitments

At 31 March 2021, the charity had nil annual commitments under a non-cancellable operating lease expiring within one year (2020: £3,476). Total lease payments recognised as expenditure for the year were £3,352.

21. Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods (excluding VAT):

Property

	2021 £	2020 £
Less than one year	49,185	51,431
One to five years	17,701	70,082
	66,886	121,513

The tenancy agreement for the basement at 27 Swinton Street is for a five year period, starting from 11 August 2017. The charity is entitled to a fixed annual rental of £44,000 and reimbursement of service charges incurred for the year, which are variable. The figures above include future service charges estimated at 2020/21 cost.

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Notes to the financial statements

For the year ended 31 March 2021

23a. Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	1,622,699	-	1,622,699
Investment properties	701,000	-	701,000
Investments	10,770,676	-	10,770,676
Net current assets	208,660	-	208,660
Long term liabilities	(131,030)	-	(131,030)
Net assets at 31 March 2021	13,172,004	-	13,172,004

23b. Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	1,643,042	-	1,643,042
Investment properties	701,000	-	701,000
Investments	10,109,280	-	10,109,280
Net current assets	110,475	-	110,475
Long term liabilities	(6,771)	-	(6,771)
Net assets at 31 March 2020	12,557,026	-	12,557,026

Notes to the financial statements

For the year ended 31 March 2021

Appendix 1: Grant commitments

Research and Development Grants

Grant Recipient	Grant Ref	At 1 April 2020 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2021 £
Findings	R 2015/04	13,169	-	-	(6,398)	6,771
University of Sheffield	R 2016/01	6,000	-	(2,708)	(3,292)	-
University of Sheffield	R 2016/02	6,000	-	-	-	6,000
The Alcohol Academy CIC	R 2016/06	-	-	-	-	-
Middlesex University	R 2017/01	-	-	-	-	-
Cardiff University	R 2017/02	4,044	-	(4,044)	-	-
University of Edinburgh	R 2017/03	2,001	-	-	-	2,001
University of Sheffield	R 2017/04	3,862	-	(3,862)	-	-
ADFAM	R 2017/05	-	-	-	-	-
Bangor University	2017 RI/100039	8,782	-	(6,190)	(2,592)	-
University of Glasgow	2017 RI/100040	37,371	-	-	(25,000)	12,371
University of Sunderland	2017 RI/100056	-	-	-	-	-
Manchester Metropolitan University	2020 NH/16		64,812			64,812
Sheffield Hallam University	2020 NH/20		48,461			48,461
Swansea University	2020 NH/26		65,000			65,000
University of Liverpool	2020 NH/31		62,841			62,841
		81,229	241,114	(16,804)	(37,282)	268,257

Student Grants

	At 1 April 2020 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2021 £
Total studentship grants	11,600	-	-	(11,600)	-

During the year, one grant was awarded. At 31 March 2021, two grants were outstanding. There were five grants outstanding at the start of the year.

Notes to the financial statements

For the year ended 31 March 2021

Appendix 1: Grant commitments (continued)

Small Grants

Grant Recipient	Grant Ref	At 1 April 2020 £	Awarded in year £	De-committed in the year £	Payment made £	At 31 March 2021 £
Royal Surrey County Hospital	SG 15/16 221	-	-	-	-	-
Aquarius Action Projects	2017 SG/1002	-	-	-	-	-
Newcastle University	2017 SG/1049	1,134	-	-	(1,134)	-
Edge Hill University	2017 SG/1064	-	-	-	-	-
King's College London	2017 SG/1074	1,452	-	-	-	1,452
University of Glasgow	2017 SG/1081	-	-	-	-	-
		2,586	-	-	(1,134)	1,452
Total Grants		95,415	241,114	(16,804)	(50,016)	269,709

Alcohol Change UK is the operating name of Alcohol Research UK. Its principal governing document is its Memorandum and Articles of Association. It incorporates the assets of Alcohol Concern which had the Charity Commission number 291705, with which it merged on 31 March 2017, and which was removed from the Charity Commission register on 23 January 2018.

Registered office and operational address: 27 Swinton Street, London, WC1X 9NW

Company no. 07462605 (England and Wales)

Charity no. 1140287

Trustees and officers from 1 April 2020 to 4 Oct 2021. Trustees in italics stood down, in bold joined during the year. Short biographies of trustees our available online.

<i>Prof John Underwood</i>	to 6 Apr 2020	Chair to 6 Apr 2020
Fiyaz Mughal, OBE	from 6 Apr 2020	Chair from 6 Apr 2020
Mike Bellamy		
Vivienne Evans		Vice-Chair and Chair of governance and people sub-committee from 5 Oct 2020
Dr Emily Finch		
Gareth Harkin		Chair of income and impact development sub-committee
Dr Will Haydock		Interim Chair of finance and general purposes sub-committee from 1 Apr 21 to 14 June 21
<i>Peter Holland</i>	to 30 Apr 2020	
<i>Valerie Jolliffe</i>	to 31 Mar 2021	Treasurer, Chair of finance and general purposes sub-committee to 31 Mar 21
Ranjeet Kaile		
<i>Catherine Max</i>	to 22 Feb 2021	
Prof Antony Moss		
Dr Emmert Roberts		Chair of research and policy sub-committee to 22 Mar 2021 and Interim Vice-Chair to 5 Oct 2020
Prof Isabelle Szmigin		Chair of research and policy sub-committee from 22 Mar 2021
Adam Uttley	from 14 Jun 2021	Treasurer, Chair of finance and general purposes sub-committee from 14 Jun 21

Executive team from 1 April 2020 to present.

Team members in italics moved on, in bold joined, during the year.

Dr Richard Piper	Chief Executive Officer	
Lucy Holmes	Director of Research and Policy	
Danielle Houliston	Director of Fundraising and Engagement	
<i>Azra Karaselimovic</i>	Director of Finance and Operations	to 20 Apr 2021
<i>Maddy Lawson</i>	Director of Communications	to 2 Sep 2021
Andrew Misell	Director, Wales Office	
Envere Glogjani	Head of Finance	from 14 June 2021
Julie Symes	Interim Director of Marketing and Communications	from 3 Sep 2021

Members of the Expert Advisory Panel at 31 March 2021

Nile Amos	Expert by Experience
Tim Barclay	Expert by Experience
Sally Beaven	Expert by Experience
Ms Claire Brown	Editor, Drink and Drug News
Professor Simon Coulton	Professor for Health Service Research, Centre for Health Service Studies, University of Kent
Dr Matt Egan	Associate Professor, London School of Hygiene and Tropical Medicine
Dr Qulsom Fazil	Lecturer, University of Birmingham
Professor Matt Field	Professor of Psychology, University of Sheffield
Professor Elizabeth Gilchrist	Institute of Health and Society, University of Worcester
Professor Elizabeth Hughes	University of Huddersfield and South West Yorkshire Partnership
Dr S Vittal Katikireddi	Senior Clinical Research Fellow, University of Glasgow
Dr Hilda Laughran	Associate Professor in the School of Social Policy, Social Work and Social Justice, University College, Dublin
Professor Dorothy Newbury-Birch	Professor of Alcohol and Public Health Research, Teesside University
Janet Ruane	Expert by Experience
Dr Jeremy Segrott	Research Fellow in Public Health, DECIPHer Centre, Cardiff University

Ambassadors

Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson

Auditor

Sayer Vincent LLP,
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Bankers

CAF Bank Ltd King's Hill, West Malling, Kent, ME19 4TA

Investment managers

Investec Wealth and Investment Limited,
2 Gresham Street, London, EC2V 7QN to October 2021

CCLA Investment Management,
Senator House, 85 Queen Victoria St, London EC4V 4ET
from October 2021

Solicitors

Bates Wells
10 Queen Street Place, London, EC4R 1BE

Digital partners

Cheeky Munkey (IT provision)	cheekymunkey.co.uk
Electric Putty (web developer)	electricputty.co.uk
Rareloop (app developer)	rareloop.com
Amito (app hosting)	amito.com
Access (CRM provider)	www.theaccessgroup.com



Alcohol Change UK, 27 Swinton Street, London WC1X 9NW
020 3907 8480, contact@alcoholchange.org.uk, www.alcoholchange.org.uk

Alcohol Change UK is the operating name of Alcohol Research UK. Registered office 27 Swinton Street, London WC1X 9NW. Registered charity number 1140287.
Company limited by guarantee in England and Wales number 07462605.