

Annual Report 2020/21

Millions of people suffer
as a result of serious
alcohol harm.

But 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 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.

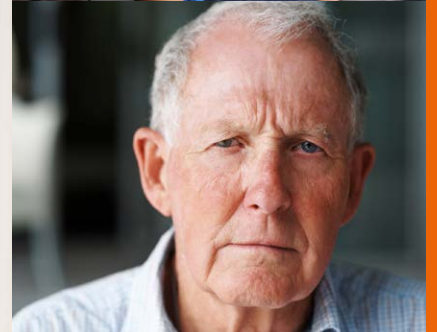
But alcohol harm is not inevitable.

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 |
| 29 | How we are run |
| 35 | Independent auditor's report |
| 38 | Financial statements |
| 40 | Notes to the accounts |
| 60 | Officers and contacts |

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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.

| 1. | 2. | 3. | 4. | 5. | 6. | 7. | 8. |
|--|--|--|---|---|---|--|---|
| Research and innovation  | Engagement  | Policy and influencing  | Culture change  | Information and advice  | Behaviour change  | Improving alcohol treatment  | Alcohol at work  |
| <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 |

A diverse group of people, including a man with dreadlocks, a woman with blonde hair, a woman with dark skin and braids, and a woman with short grey hair, are walking outdoors and laughing. They are dressed in casual athletic wear. The background is a blurred outdoor setting with trees and other people.

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

< 0 >



Can of lager/beer/cider (5.5%)
500ml

< 0 >



Pint of lower-strength lager/beer/cider (3.6%)
568ml

< 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



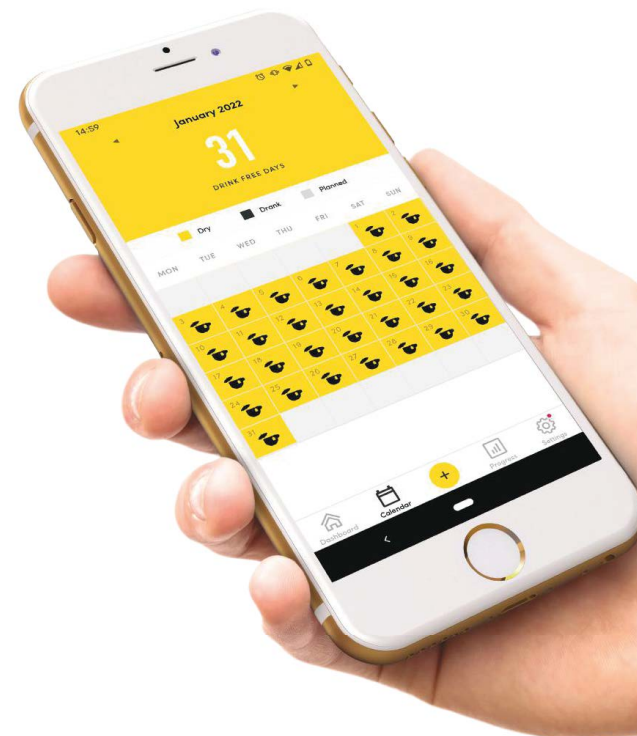
Our behaviour change programme enables people to take part in specific 'challenges' – Dry January, Sober Spring and others – and includes ongoing year-round support to help people regain control of their drinking.

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.



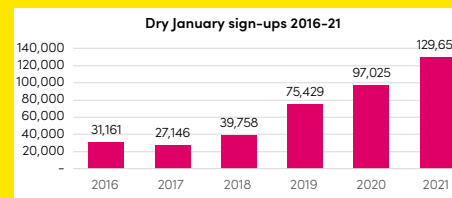
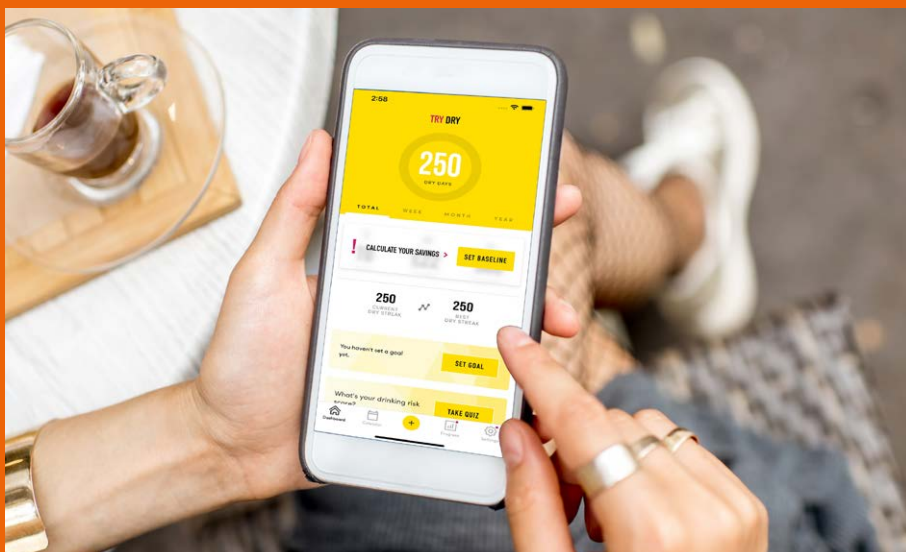
Example

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.



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.



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 **missed 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

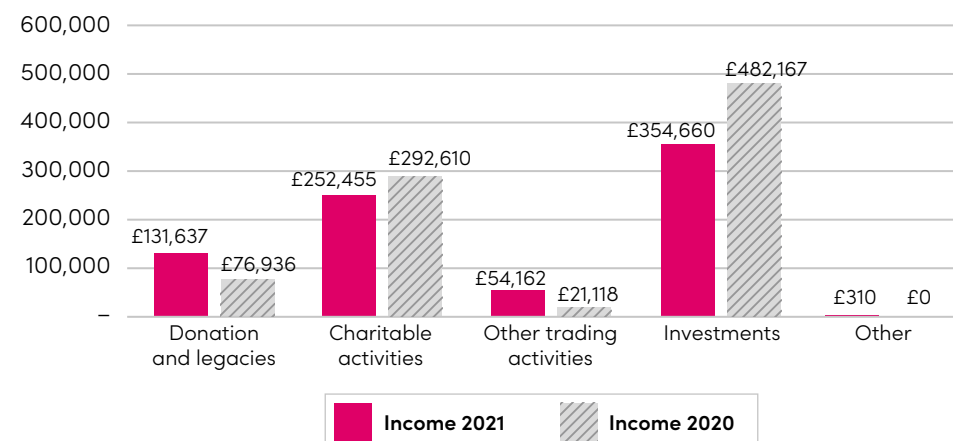
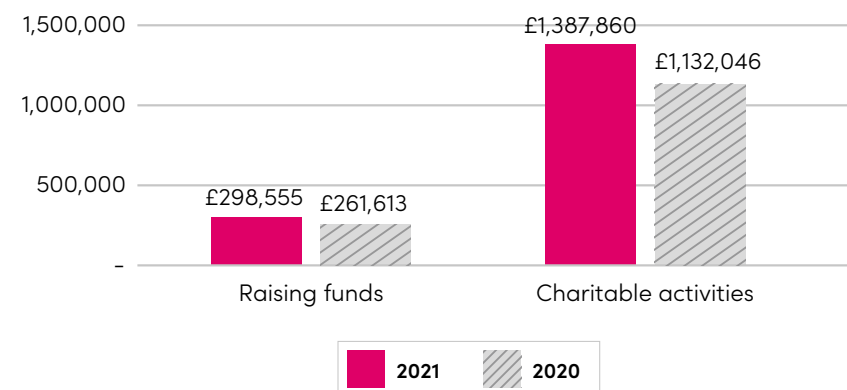


Chart 2: Year-on-year spending



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 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 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.