

# Annual Report 2023-24

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

Let's **create that change.**

# We are Alcohol Change UK

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

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

But alcohol harm is not inevitable.

We work across the UK to reduce alcohol harm.

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

**Change is possible.**

**Let's create that change.**





# Annual Report and Financial Statements of the Trustees of Alcohol Change UK<sup>1</sup>

Year ending 31 March 2024

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

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

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

# Welcome from the Chair and Chief Executive



**Isabelle Szmigin**

Chair of the Board of Trustees

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

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

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

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

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

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

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

*I. Szmigin*

Isabelle Szmigin,  
Chair of the Board of Trustees



**Dr Richard Piper**  
Chief Executive Officer

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

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

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

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

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

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

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

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

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

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

Dr Richard Piper,  
Chief Executive Officer





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

# 2019–2024 strategy

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

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

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

# 2024–2029 strategy

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

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

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

# 2023-24 plans: how did we do?

In our 2022-23 Annual Report and Accounts, we outlined 28 primary reportable objectives for 2023-24 and promised to report on our progress, which we do in the table below. Note that these primary reportable objectives did not cover the entirety of our work. In summary, no objectives were unsuccessful (✗), 25 objectives were achieved or exceeded targets (✓), 1 objective was partly successful (½), and 2 objectives were moved to 2024-25 (⌚). As an ambitious charity we're comfortable with setting objectives that sometimes aren't achieved. These help us to better understand our future capacity requirements.

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



Programme/Area	2023-24 Objective	How did we do?
Alcohol in the workplace	15. Develop & implement new marketing plan	✓ We re-engaged previous clients, confirmed what we offer, & grew marketing activity
	16. Increase sales of training	½ We did grow income but fell short of budgeted income targets
Improving Alcohol Treatment	17. Continue to grow income	✓ We significantly exceeded budgeted income targets
	18. Publish two new 'Blue Light' manuals	✓ We published new guides on Alcohol and Self Harm and Alcohol and Peer Support
Enabling Priorities	19. Progress our Impact project	✓ Three of our eight programmes had Theories of Change and Monitoring Frameworks in place by year end
	20. New strategy in place	✓ A major new strategy was approved by the Board of Trustees in Dec 23 and the supporting plans were approved in Mar 24
	21. Progress the equality diversity inclusion and belonging action plan	✓ 49% of outstanding actions were completed by year end and 31% were in progress
	22. Develop Events Fundraising	✓ 94% increase in fundraisers (target 40%) and income over £200k (target £110k)
	23. Improve individual giving	✓ New individual giving officer in post. Fundraising integrated into communications. Income up 242% (target 40%) and new donors up 62% (target 30%) from last year
	24. Develop corporate partnerships	✓ Secured £110k (target £107k)
	25. Grow in memory and legacy activity	✓ Two supporters made generous pledges (target: 2) and we developed our supporter journey for those fundraising or giving in memory of a loved one
Marketing & Communications	26. Develop marketing plans for key products and programmes	✓ New marketing plans in place for Alcohol in the Workplace, Improving Alcohol Treatment, Dry January®, Try Dry® and fundraising
	27. Create the framings project communications plan	✓ This was pushed to 24-25 as the consortium that we commissioned delivered the toolkit later than planned
Finance	28. Produce financial projections for the new strategy	✓ The Board and executive reviewed a range of scenarios and detailed financial projections before approving the financial strategy 2024-29

An elderly man with white hair, wearing a bright yellow sweater, is standing in a supermarket aisle. He is holding a dark glass bottle of alcohol with both hands and looking down at it intently. The background shows shelves stocked with various products, including bags of snacks and other grocery items, creating a sense of a typical retail environment. The lighting is warm and focused on the man.

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

# 2023-24 challenges

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

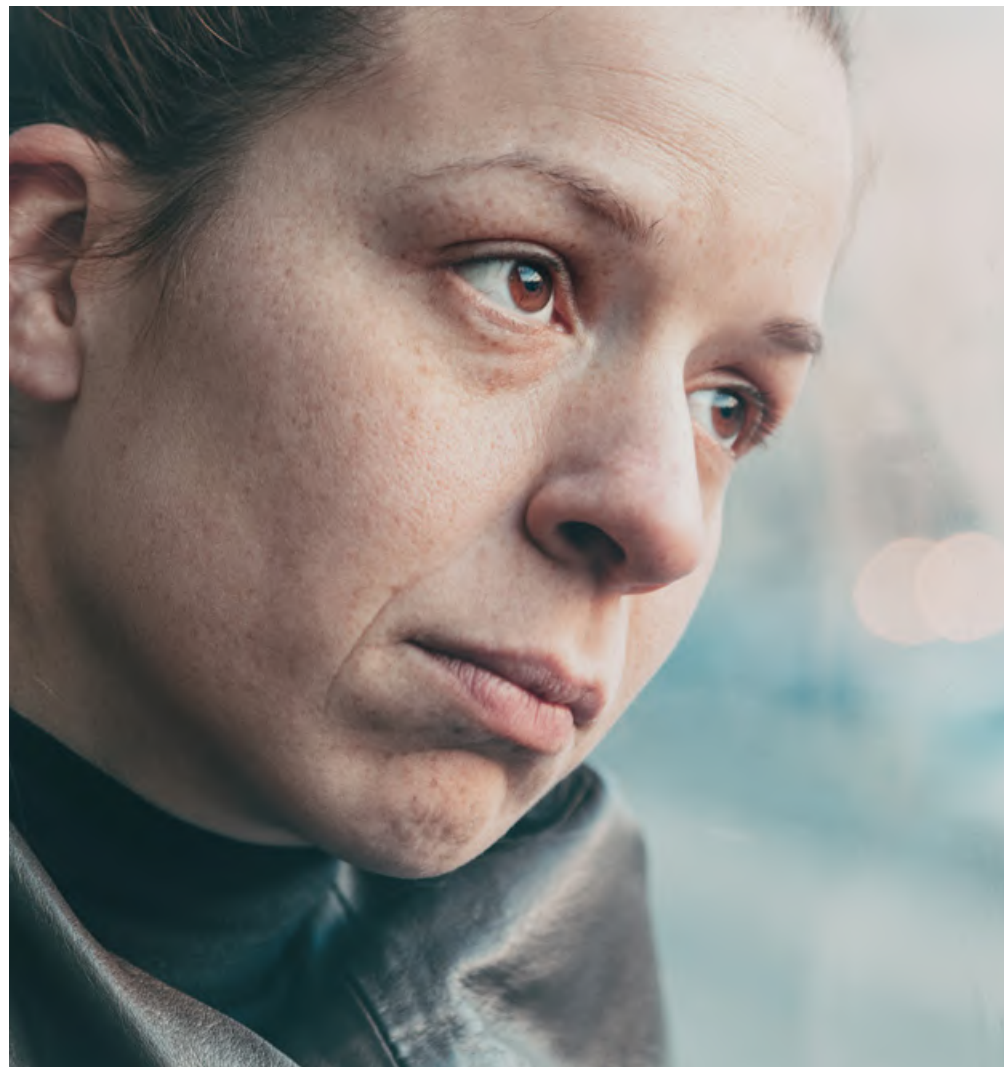
## Inflation

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

## Policy environment

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

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





# 2024-25 plans: what we will be doing

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

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

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

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



# What we did: our activity and impacts 2023-24

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





## 1. Research



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

### Highlights

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

## 2. Engagement



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

### Highlights

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

### 3. Policy and influencing



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

#### Highlights

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

### 4. Culture shift



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

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

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

#### Highlights

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

## 5. Information and advice



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

### Highlights

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

## 6. Behaviour change



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

### Highlights

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



## 7. Alcohol in the workplace

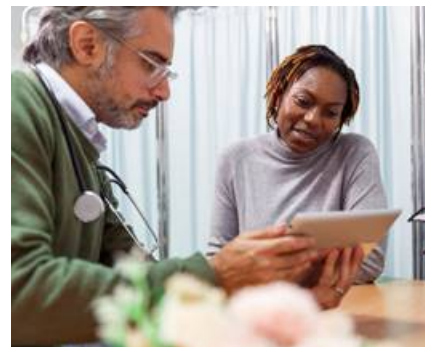


We seek to create healthier drinking cultures not just through national and community cultural conversation, but also through workplaces. After all, workplaces contain mini-cultures. Ensuring a healthy approach to alcohol harm (prevention and support) can improve workplace wellbeing, safeguarding, inclusivity,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

### Highlights

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

## 8. Improving alcohol treatment



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

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

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

### Highlights

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



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



# 2023-24 overview

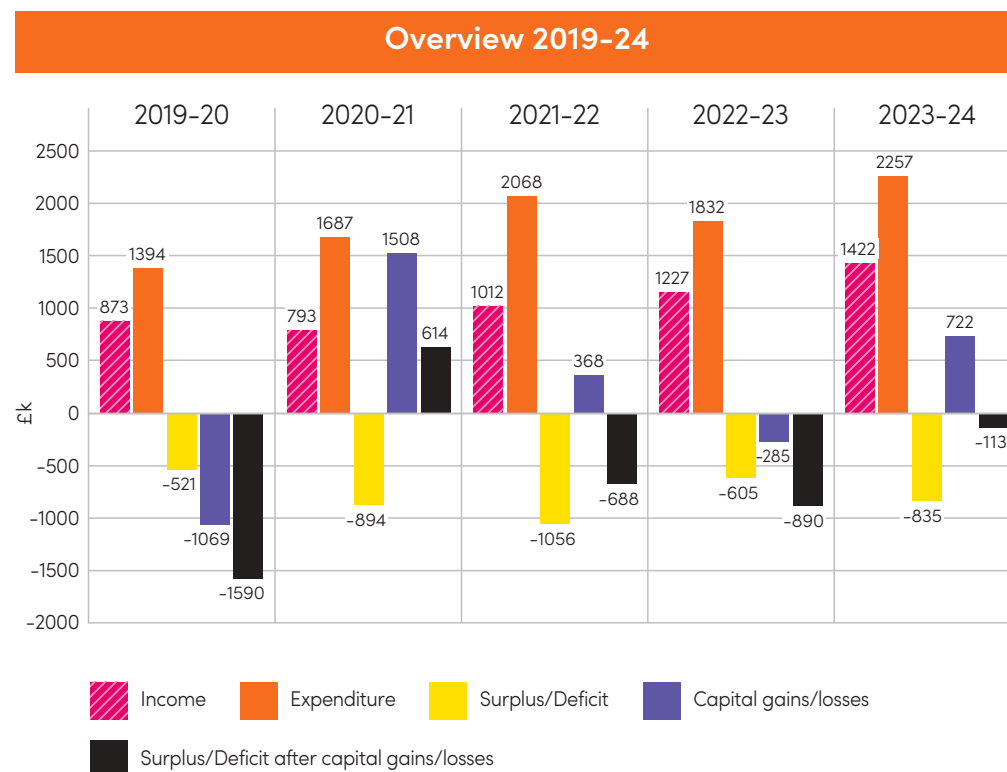
2023-24 was year five of our five-year financial strategy. That strategy aimed to achieve long-term financial sustainability by diversifying and growing income streams while keeping expenditure under control and keeping reserves as high as possible.

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

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

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

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





## Income

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

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

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

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

## Spending

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

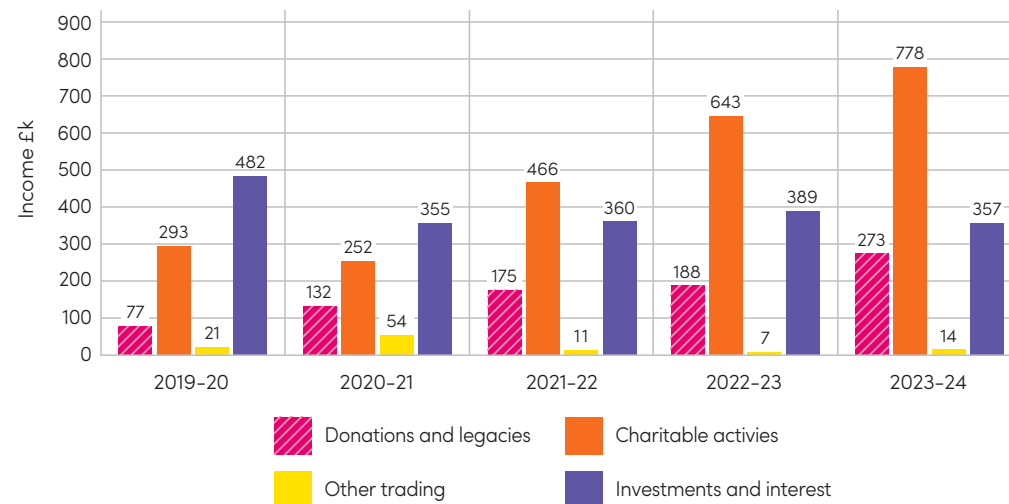
By far the largest expenditure was on charitable activities, being £1,804k (79.9% of total expenditure) and an increase of £362k on 2022-23 (25.1%). This means we are continuing to deliver more and more impact, reducing alcohol harm for more people, faster.

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

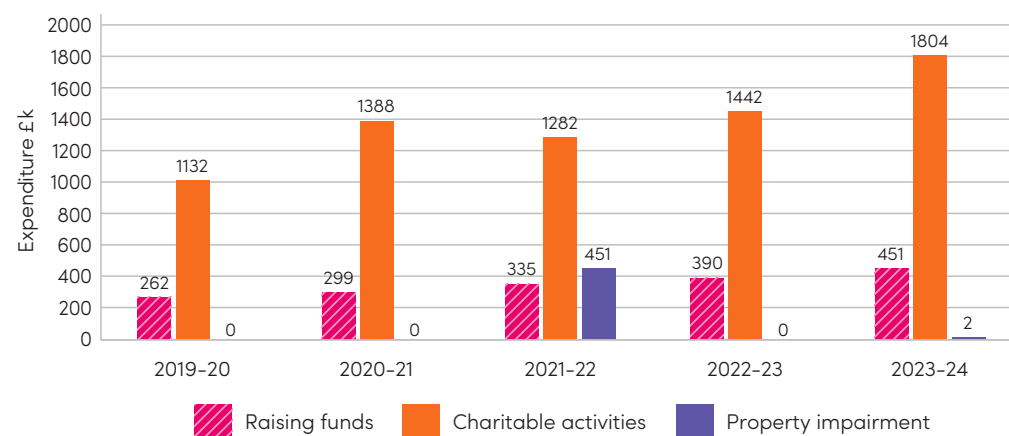
There was a small (£2.1k) property impairment in 2023-24, with the cost of our main office revalued on 31 March 2024.

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

### Income 2019-24



### Expenditure 2019-24



## Property

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

## Investment income and value

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

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

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

## Investment management

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

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

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

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

## Future financial plans

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

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

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

## Reserves policy

### Context

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

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

### Going concern

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





# How we are run

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

## Our purpose and public benefit

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

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

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

### Our values

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

#### Truthful.

We seek and tell the truth.

#### Compassionate.

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

#### Ambitious for change.

We are optimistic and determined.

## Governance and leadership

### Board

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

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

### Trustees, Members and Directors

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

### Recruitment, induction and development

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

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

### Sub-committees

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

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

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

## Responsibilities and delegation

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

## Executive team

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

## Conflicts of interest

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

## Expertise and advice

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

## Staffing

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

## Pay policy

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

## Chief Executive Officer's pay

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

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



## Diversity equality and inclusion


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

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

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

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





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





## Managing risk

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

## Our key risks

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

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



## Compliance

### Safeguarding and whistleblowing

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

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

### Data protection

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

### Fundraising

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



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

### Memberships

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

### Statement of responsibilities of the trustees

The trustees, who are trustees of Alcohol Research UK for the purposes of charity law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the directors and trustees (who are one and the same) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement Of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with regulations made under the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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

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

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



Isabelle Szmigin,  
Chair of the Board of Trustees

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

## Opinion

We have audited the financial statements of Alcohol Research UK (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard

applicable in the UK and Republic of Ireland'; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the

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

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

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is

materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.



### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

### Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee

that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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

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

### Use of our report

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

S Plumb

Susan Plumb ACA  
(Senior Statutory Auditor)

for and on behalf of:

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

28 October 2024



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

For the year ended 31 March 2024

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

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



## Balance sheet

As at 31 March 2024 | Company no. 07462605

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

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

*I. Szmigin*

Isabelle Szmigin.  
Chair of the Board of Trustees

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

## Statement of cash flows

For the year ended 31 March 2024

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

**1. Accounting policies****a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

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

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

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

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

**b) Going concern**

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

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

**c) Income**

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

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

**d) Interest receivable**

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

**e) Fund accounting**

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

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

**f) Expenditure and irrecoverable VAT**

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

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

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

**g) Allocation of support costs**

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

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

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

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

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

**i) Tangible fixed assets**

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

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

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

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

**j) Intangible fixed assets**

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

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

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

**k) Operating leases**

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

**l) Investment income**

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

**m) Listed investments**

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

**n) Investment properties**

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

**o) Stock**

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

**p) Debtors**

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

**q) Cash and cash equivalents**

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

**r) Creditors and provisions**

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

**s) Financial instruments**

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

**t) Foreign exchange transactions**

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

**u) Pensions**

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



**Notes to the financial statements**

For the year ended 31 March 2024

**2. Income from donations and legacies**

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

**3. Income from charitable activities**

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

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

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

**4. Income from other trading activities**

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

**5. Income from investments**

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

All income from investments is unrestricted.

## Notes to the financial statements

For the year ended 31 March 2024

Cost of raising funds

Charitable activities

Other expenditure

## 6a. Analysis of expenditure (current year)

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



**Notes to the financial statements**

For the year ended 31 March 2024

Cost of raising funds

Charitable activities


Other expenditure

**6b. Analysis of expenditure (prior year)**

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

## Notes to the financial statements

For the year ended 31 March 2024


Cost of raising funds Charitable activities 

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

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

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



**Notes to the financial statements**

For the year ended 31 March 2024

**8a. Grant making (current year)**

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

**8b. Grant making (prior year)**

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

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

**Grants to individuals (studentship grants)**

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

### Notes to the financial statements

For the year ended 31 March 2024

#### 9. Net income/(expenditure) for the year

This is stated after changing/(crediting):

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

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

Staff costs were as follows:

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

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

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

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

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

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

**11. Staff numbers**

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

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

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



**Notes to the financial statements**

For the year ended 31 March 2024

**12 Related party transactions (current year)**

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

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

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

**13 Taxation**

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

**Notes to the financial statements**

For the year ended 31 March 2024

**14. Tangible fixed assets**

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

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

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

## Notes to the financial statements

For the year ended 31 March 2024

### 15. Intangible fixed assets

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

### 16. Listed investments

Investments are included at their market value.

	2024 £	2023 £
Fair value at the start of the year	8,684,354	10,522,409
Additions at cost	–	9,826,711
Disposal proceeds	–	(11,283,699)
Net (loss)/gain on change in fair value	853,225	(381,067)
	9,537,579	8,684,354
<b>Historic cost</b>	8,838,376	8,838,376

Investments comprise:

#### Managed Fund

COIF Charities Ethical Investment Fund Income – 3,079,121.57 Units

2024 £	2023 £
9,537,579	8,684,354



**Notes to the financial statements**

For the year ended 31 March 2024

**17. Investment property**

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

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

**18. Debtors**

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

**19. Creditors: amounts falling due within one year**

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

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

**20a. Movements in funds (current year)**

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

**20b. Movements in funds (prior year)**

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

**Notes to the financial statements**

For the year ended 31 March 2024

**20c. Purposes of restricted funds**

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

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

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

**21. Operating lease commitments**

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

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

**22. Operating lease commitments receivable as a lessor**

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

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

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

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

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

**23. Legal status of the charity**

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



**Notes to the financial statements**

For the year ended 31 March 2024

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

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

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

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

**Notes to the financial statements**

For the year ended 31 March 2024

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

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

## 53 | Officers and contacts

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

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

**Company no.** 07462605 (England and Wales)

**Charity no.** 1140287

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

Prof Isabelle Szmigin		Chair of Board of Trustees
Vivienne Evans		Vice-Chair and Chair of Governance and People (GP) sub-committee
Dr Emmert Roberts		Chair of Research and Policy (RP) sub-committee
Fiona Cumberland		Chair of Income and Impact Development sub-committee
Mike Bellamy		Member of FAIR, GP and IID sub-committees
Dr Emily Finch		Member of RP sub-committee, Member of Strategy Working Group
Hannah Grummett		Member of FAIR and RP sub-committees
Mick Urwin		Member of GP, IID and RP sub-committees, Member of Strategy Working Group
<b>Helen Chang</b>	from 30 October 2023	Member of IID sub-committee
<b>Herdeep Dosanjh</b>	from 30 October 2023	Member of FAIR sub-committee
<b>Jeremy Joseph</b>	from 30 October 2023	Member of RP sub-committee
<b>Raveena Dhadwal</b>	from 30 October 2023	Member of GP sub-committee
<b>Emma Greenwood</b>	from 8 July 2024	Member of RP sub-committee
<b>Jon Spain</b>	from 21 October 2024	Chair of FAIR sub-committee
<i>Adam Uttley</i>	to 25 May 2024	Treasurer, Chair of Finance, Audit, Investment and Risk (FAIR) sub-committee to 25 March 2024
<i>Prof Antony Moss</i>	to 25 September 2023	Member of IID sub-committee to 25 September 2023

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

Dr Richard Piper	Chief Executive Officer
Andrew Misell	Director, Wales Office
Danielle Houliston	Executive Director of Fundraising and Engagement
Jenni G Bradshaw	Head of Office, People and Governance
Sonali Xavier	Head of Finance
<b>Joe Marley</b>	Director of Marketing and Communications, from 4 September 2023
<b>Ash Singleton</b>	Director of Research and Public Affairs (maternity cover), from 30 July 2024
<i>Ailar Hashemzadeh</i>	Director of Research and Public Affairs, to 17 July 2024 (maternity leave)
<b>Patron</b>	Lord Clive Brooke of Alvethorpes
<b>Ambassadors</b>	Catherine Gray, Caggie Dunlop, Millie Gooch, Dave Wilson, Fraser Franks, Jay Motty, Jasmin Spark, Fiyaz Mughal, Adrian Chiles, Daniel James Henry, Michael Sargood, Michael Singh, Mandy Manners, Issy Hawkins, Scott Pearson and Lauren White
<b>Auditor</b>	Haines Watts, Old Station House, Station Approach, Swindon, Wiltshire, SN1 3DU
<b>Bankers</b>	CAF Bank Ltd, King's Hill, West Malling, Kent, ME19 4TA
<b>Investment managers</b>	CCLA, One Angel Lane, London EC4R 3AB
<b>Solicitors</b>	Bates Wells London LLP 2-6 Cannon Street, London, EC4M 6YH

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





Alcohol harm is destroying  
millions of lives.

But change is possible.

Let's create that change.