

# Annual Report

## 2024-25



Millions of people experience  
harms caused by alcohol.

But change is possible.

Let's create that change.



Alcohol Change UK is the operating name of Alcohol Research UK.  
Company no. 07462605, Charity no. 1140287



# We are Alcohol Change UK

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

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

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

**None of this harm is inevitable.**

**Change is happening.**

**Let's accelerate that change.**



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

Year ending 31 March 2025

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

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

# Welcome from our Chair



**Mick Urwin**  
Chair of the Board of Trustees

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

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

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

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

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

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

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

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

*M P Urwin*

**Mick Urwin**  
Chair of the Board of Trustees



# Welcome from our Chief Executive



**Dr Richard Piper**  
Chief Executive Officer

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

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

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

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

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

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

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

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

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

**Dr Richard Piper**  
Chief Executive Officer



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



# 2024-29 strategy

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

Top level impacts	Improved knowledge	Better policy and regulation	Shifted cultural norms	Improved drinking behaviours	More and better support and treatment
Our work programmes to deliver this impact	<ul style="list-style-type: none"><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>

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

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

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

# 2024-25 plans: how did we do?

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

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

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





Key:		
✓	Achieved or exceeded targets	✗ Below target
⌚	Delayed	

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

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

## 07 | Our strategy and plans

<b>Key:</b>		
✓	Achieved or exceeded targets	✗
	 Delayed	 Below target

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



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



Alcohol harm is destroying  
millions of lives.

But change is possible.

Let's create that change.



# 2024-25 Challenges

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

## Inflation levels

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

## Income generation

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

## Bringing new audiences to the 2025 Dry January® challenge

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

## Policy environment

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



**DRY JANUARY®**  
by Alcohol Change UK

# 2025–26 plans: what we will be doing

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

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

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

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





# What we did: our activity and impacts 2024-25

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

## Research

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

### Highlights

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

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



### Engagement

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



### Highlights

In 2024-25 we:

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

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

### Policy and influencing

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



### Highlights

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



### Culture shift



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

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

### Highlights

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

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

### Information and advice

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

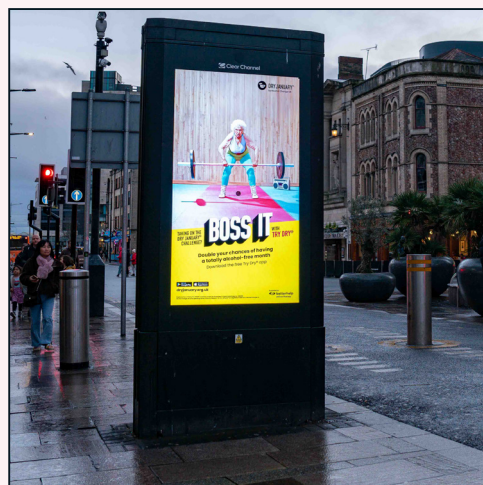


### Highlights

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

### Behaviour change

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



### Highlights

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

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



### Alcohol in the workplace

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



#### Highlights

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

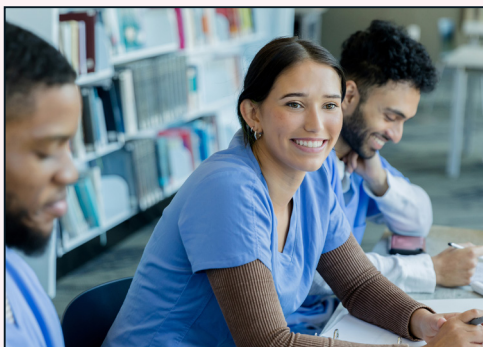


Opening up the conversation about alcohol in the workplace is vital — it helps break down stigma, gives workplace reps the tools to support colleagues to seek help when they need it, and creates a safer, healthier working environment for everyone. Working with Alcohol Change UK meant we could bring expert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

### Improving alcohol treatment

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

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



### Highlights

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





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



## Beckie's story

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



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

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

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

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

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

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

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

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

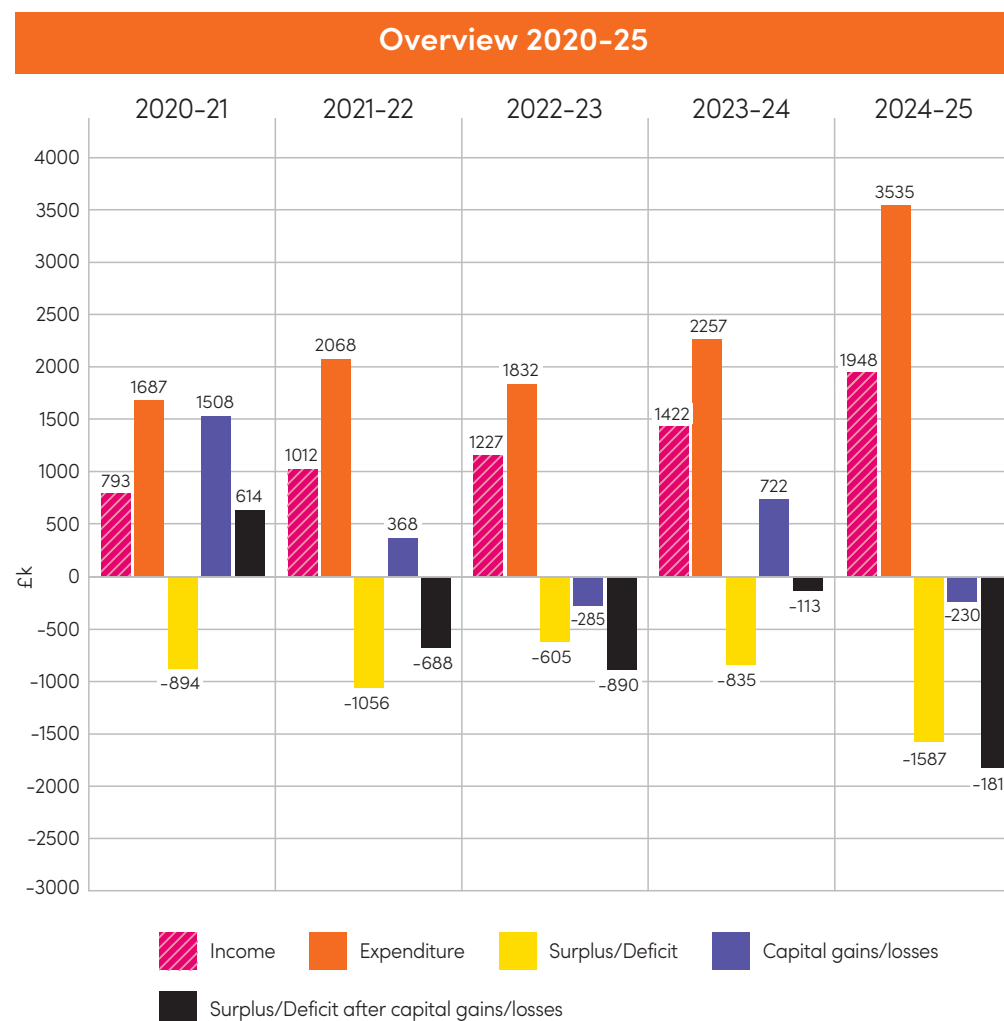
# 2024-25 overview

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

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

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

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



## Income

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

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

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

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

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

## Spending

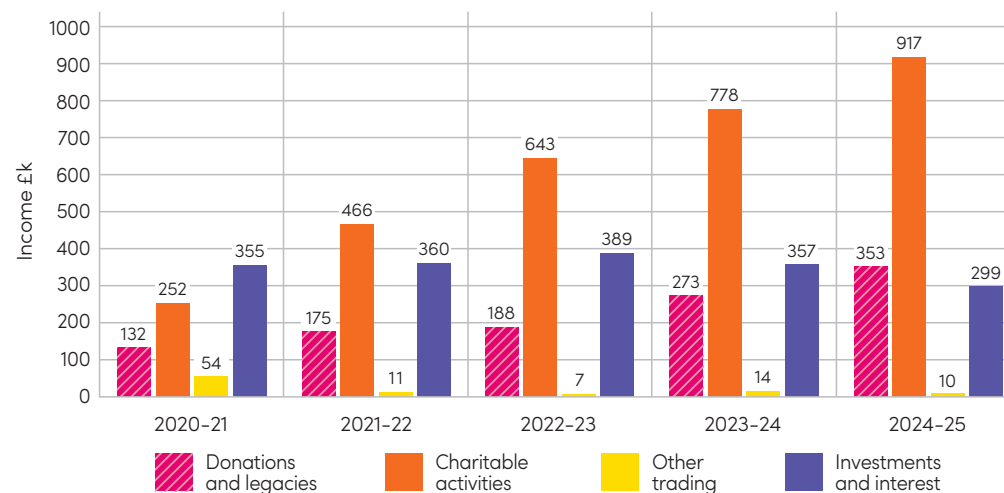
The Expenditure 2020-2025 chart shows the three main types of expenditure over the past five years.

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

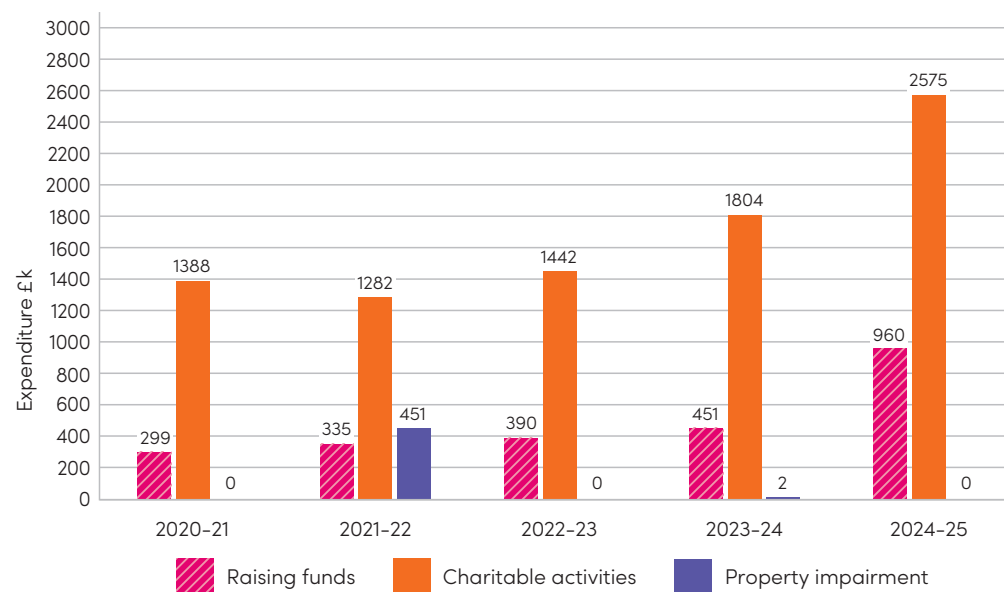
This growth in charitable expenditure, in absolute terms, means that we are delivering more and more impact, reducing alcohol harm for more people, faster. Expenditure on charitable activities was 73% of total expenditure.

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

### Income 2020-25



### Expenditure 2020-25





### Property

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

### Investment income and value

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

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

### Investment management

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

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

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

### Future financial plans

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

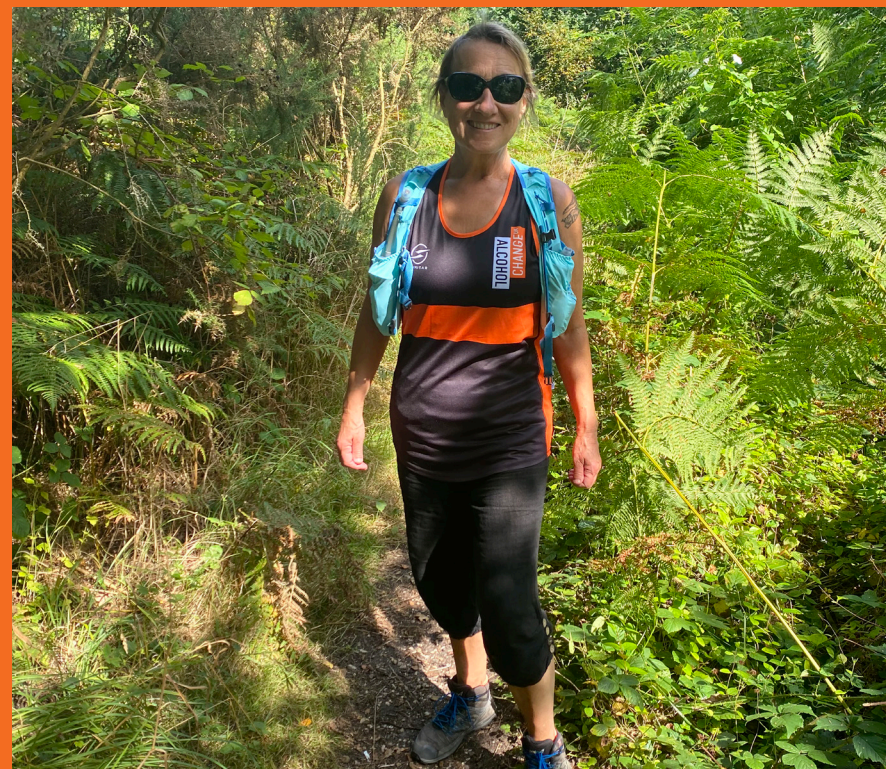
### Reserves policy

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

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

### Going concern

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



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

# How we are run

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

## Our purpose and public benefit

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

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

## Our values

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

### Truthful.

We seek and tell the truth.

### Compassionate.

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

### Ambitious for change.

We are optimistic and determined.

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

## Governance and leadership

### Board

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

### Trustees, Members and Directors

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

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

### Recruitment, induction and development

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



### Sub-committees

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

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

### Responsibilities and delegation

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

### Executive team

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

### Conflicts of interest

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

### Expertise and advice

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



## Staffing

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



## Pay policy

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

### Chief Executive Officer's pay

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

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

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





## Equality, diversity and inclusion

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

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

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





## Managing risk

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

## Our key risks

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

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

## Compliance

### Safeguarding and whistleblowing

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

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

### Data protection

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

### Fundraising

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

### Memberships

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

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



## Statement of responsibilities of the trustees

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

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements.

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

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

In so far as the trustees are aware:

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

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

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

*M P Urwin*

**Mick Urwin**  
Chair of the Board of Trustees







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



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

## Opinion

We have audited the financial statements of Alcohol Research UK (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities Act 2011.

## Basis for opinion

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

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's

ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## Other information

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

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

We have nothing to report in this regard.

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

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

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.



### Responsibilities of trustees

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

### Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to

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

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

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

### Other matters

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting

Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

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

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



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

Date: 20 - 11 - 2025

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

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

		2025			2024		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
<b>Income from:</b>							
Donations and legacies	2	352,602	-	<b>352,602</b>	273,345	-	273,345
Charitable activities:	3						
Research		-	63,274	<b>63,274</b>	-	60,374	60,374
Engagement		-	-	-	-	-	-
Policy and influencing		22,659	53,783	<b>76,442</b>	24,612	51,318	75,930
Culture shift		-	41,129	<b>41,129</b>	-	39,244	39,244
Information and advice		32	-	<b>32</b>	29	-	29
Behaviour change		331,352	-	<b>331,352</b>	164,375	-	164,375
Improving alcohol treatment		386,044	-	<b>386,044</b>	420,479	-	420,479
Alcohol in the workplace		18,304	-	<b>18,304</b>	17,906	-	17,906
Other trading activities	4	9,733	-	<b>9,733</b>	14,090	-	14,090
Investments	5	299,231	-	<b>299,231</b>	356,405	-	356,405
Other income		1,000	-	<b>1,000</b>	-	-	-
Property credit	14	368,953	-	<b>368,953</b>	-	-	-
<b>Total income</b>		<b>1,789,910</b>	<b>158,186</b>	<b>1,948,096</b>	<b>1,271,241</b>	<b>150,936</b>	<b>1,422,177</b>
<b>Expenditure on:</b>							
Raising funds							
Donations and legacies		943,397	-	<b>943,397</b>	435,512	-	435,512
Investment management costs		17,099	-	<b>17,099</b>	14,724	-	14,724
Charitable activities:							
Research		220,907	68,946	<b>289,853</b>	134,427	65,270	199,697
Engagement		170,923	-	<b>170,923</b>	183,630	-	183,630
Policy and influencing		307,226	51,691	<b>358,917</b>	201,867	48,952	250,819
Culture shift		125,923	38,749	<b>164,672</b>	53,299	36,714	90,013
Information and advice		161,936	-	<b>161,936</b>	137,200	-	137,200
Behaviour change		869,823	-	<b>869,823</b>	490,546	-	490,546
Improving alcohol treatment		441,859	-	<b>441,859</b>	343,206	-	343,206
Alcohol in the workplace		116,670	-	<b>116,670</b>	110,073	-	110,073
Other expenditure:							
Loss on disposal of fixed assets	14	236	-	<b>236</b>	-	-	-
Impairment cost	14	-	-	-	2,137	-	2,137
<b>Total expenditure</b>	6a / 6b	<b>3,375,999</b>	<b>159,386</b>	<b>3,535,385</b>	<b>2,106,621</b>	<b>150,936</b>	<b>2,257,557</b>
<b>Net (expenditure) before (losses)/gains on investments and before investment property revaluations</b>		<b>(1,586,089)</b>	<b>(1,200)</b>	<b>(1,587,289)</b>	<b>(835,380)</b>		<b>(835,380)</b>
Net (losses)/gains on investments	16	(245,756)	-	<b>(245,756)</b>	853,225	-	853,225
Gain/(loss) on revaluation of investment property	17	15,386	-	<b>15,386</b>	(130,711)	-	(130,711)
<b>Net (expenditure) for the year</b>	9	<b>(1,816,459)</b>	<b>(1,200)</b>	<b>(1,817,659)</b>	<b>(112,866)</b>	-	<b>(112,866)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		11,610,986	1,200	<b>11,612,186</b>	11,723,852	1,200	11,725,052
<b>Total funds carried forward</b>	20a/20b	<b>9,794,527</b>	<b>-</b>	<b>9,794,527</b>	<b>11,610,986</b>	<b>1,200</b>	<b>11,612,186</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 (Company no. 07462605) As at 31 March 2025

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

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

*M P Urwin*

Mick Urwin  
Chair of the Board of Trustees

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

## Statement of cash flows For the year ended 31 March 2025

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

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



## Notes to financial statements

### For the year ended 31 March 2025

#### Accounting policies

##### a) Basis of preparation

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

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

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

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

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

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

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

##### b) Going concern

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

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

##### c) Income

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

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

##### d) Interest receivable

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

##### e) Fund accounting

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

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

##### f) Expenditure and irrecoverable VAT

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

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

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

## Notes to financial statements

### For the year ended 31 March 2025

#### g) Allocation of support costs

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

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

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

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

#### h) Grants payable

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

#### i) Tangible fixed assets

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

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

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

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

#### j) Intangible fixed assets

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

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

• Software Development	5 years
------------------------	---------

#### k) Operating leases

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

### Notes to financial statements For the year ended 31 March 2025

#### l) Investment income

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

#### m) Listed investments

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

#### n) Investment properties

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

#### o) Stock

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

#### p) Debtors

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

#### q) Cash and cash equivalents

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

#### r) Creditors and provisions

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

#### s) Financial instruments

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

#### t) Foreign exchange transactions

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

#### u) Pensions

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



## Notes to financial statements

### For the year ended 31 March 2025

#### 2 Income from donations and legacies

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

#### 3 Income from charitable activities

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

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

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

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

## Notes to financial statements

### For the year ended 31 March 2025

#### 4 Income from other trading activities

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

#### 5 Income from investments

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

All income from investments is unrestricted.

## Notes to financial statements

### For the year ended 31 March 2025

Cost of raising funds ■  
Charitable activities ■  
Other expenditure ■


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


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




## Notes to financial statements

### For the year ended 31 March 2025

Cost of raising funds 

Charitable activities 


Other expenditure 


#### 6b Analysis of expenditure (prior year)

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

## Notes to financial statements

### For the year ended 31 March 2025



Cost of raising funds 

Charitable activities 

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

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

**Notes to financial statements**  
**For the year ended 31 March 2025**

Cost of raising funds   
Charitable activities 

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

	Donations and legacies £	Research £	Engagement £	Policy and influencing £	Culture shift £	Information and advice £	Behaviour change £	Improving alcohol treatment £	Alcohol in the workplace £	2024 Total £
Finance	18,916	5,576	12,521	10,881	3,657	8,152	18,781	12,476	6,215	97,175
Office and general management	11,215	4,083	7,423	7,034	2,605	4,833	11,135	7,397	3,685	59,410
IT, internet and telephones	6,487	2,764	4,293	4,371	1,734	2,795	6,440	4,278	2,131	35,293
HR and other professional fees	21,559	6,174	14,270	12,266	4,066	9,291	21,405	14,219	7,084	110,334
Buildings and premises	13,450	5,049	8,903	8,550	3,210	5,796	13,354	8,871	4,419	71,602
<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>
Audit fees	2,057	465	1,362	1,078	319	887	2,043	1,357	676	10,244
Insurance	938	212	621	491	145	404	931	618	308	4,668
Legal advice	3,460	783	2,290	1,812	535	1,491	3,435	2,282	1,137	17,225
Board and committee meetings	316	71	209	166	49	136	314	208	104	1,573
Constitutional and statutory needs	615	139	407	322	95	265	611	406	202	3,062
Strategic management	11,235	3,940	7,437	6,934	2,525	4,842	11,155	7,410	3,692	59,170
<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>
<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>



## Notes to the financial statements

### For the year ended 31 March 2025

#### 8a Grant making (current year)

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

#### 8b Grant making (prior year)

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

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

#### Grants to individuals (studentship grants)

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

## Notes to the financial statements

### For the year ended 31 March 2025

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

This is stated after charging / (crediting):

Depreciation  
Amortisation  
Loss on disposal of fixed assets  
Operating lease rentals payable  
Operating lease rentals receivable  
Auditor's remuneration (excluding VAT)  
Audit  
Other services

2025 £	2024 £
31,652	32,071
72,691	71,998
236	-
14,018	3,079
(41,424)	(39,375)
8,400	8,000
-	1,200

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

Staff costs were as follows:

Salaries and wages  
Social security costs  
Employer's contribution to defined contribution pension schemes

2025 £	2024 £
1,683,543	1,128,389
186,144	117,779
128,846	82,769
1,998,533	1,328,937

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

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

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

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

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

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

Notes to the financial statements  
For the year ended 31 March 2025

11 Staff numbers

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

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

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



## Notes to the financial statements

### For the year ended 31 March 2025

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

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

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

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

##### Received in year

##### Outstanding at year-end

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

##### Paid in year

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

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

##### Outstanding at year-end

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

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

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

##### Paid in year

##### Outstanding at year-end

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

#### 13 Taxation

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

## Notes to the financial statements

### For the year ended 31 March 2025

#### 14 Tangible fixed assets

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

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

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

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

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

All of the above assets are used for charitable purposes.

## Notes to the financial statements

### For the year ended 31 March 2025

#### 15 Intangible fixed assets

##### Cost

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

At the end of the year

##### Amortisation

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

At the end of the year

##### Net book value

At the end of the year

At the start of the year

	2025 £	2024 £
At the start of the year	405,029	345,404
Additions in year	59,625	59,625
Disposals in year	(45,040)	-
At the end of the year	419,614	405,029
At the start of the year	253,287	181,289
Disposals in year	(45,040)	-
Charge for the year	72,691	71,998
At the end of the year	280,938	253,287
At the end of the year	138,676	151,742
At the start of the year	151,742	164,115

#### 16 Listed investments

Investments are included at their market value.

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

##### Historic cost

Investments comprise:

##### Managed Fund

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

	2025 £	2024 £
Fair value at the start of the year	9,537,579	8,684,354
Disposal proceeds	(2,950,000)	-
Net (loss)/gain on change in fair value	(245,756)	853,225
	6,341,823	9,537,579
	6,137,252	8,838,376
	2025 £	2024 £
	6,341,823	9,537,579



## Notes to the financial statements

### For the year ended 31 March 2025

#### 17 Investment property

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

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

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

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

#### 18 Debtors

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

## Notes to the financial statements

### For the year ended 31 March 2025

#### 19 Creditors: amounts falling due within one year

Trade creditors  
Taxation and social security  
Other creditors  
Deferred Income  
Accruals  
Grants payable (Note 8)

	2025 £	2024 £
Trade creditors	51,586	47,491
Taxation and social security	94,741	64,446
Other creditors	5,808	10,745
Deferred Income	127,046	152,979
Accruals	61,484	45,492
Grants payable (Note 8)	-	63,644
	<b>340,665</b>	<b>384,798</b>

Movements in deferred income:

At the start of the year  
Deferred during the year  
Released during the year

	2025 £	2024 £
At the start of the year	152,979	253,811
Deferred during the year	127,046	152,979
Released during the year	(152,979)	(253,811)
At the end of the year	<b>127,046</b>	<b>152,979</b>

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

## Notes to the financial statements

### For the year ended 31 March 2025

#### 20a Movements in funds (current year)

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

#### 20b Movements in funds (prior 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	-	-	-	1,200
<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>

#### 20c Purposes of restricted funds

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

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

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

## Notes to the financial statements

### For the year ended 31 March 2025

#### 21 Operating lease commitments

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

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

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



## Notes to the financial statements

### For the year ended 31 March 2025

#### 22 Operating lease commitments receivable as a lessor

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

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

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

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

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

## Notes to the financial statements

### For the year ended 31 March 2025

#### 23 Legal status of the charity

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

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

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

#### 24b Analysis of net assets between funds (prior 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>

## Notes to the financial statements

### For the year ended 31 March 2025

#### Appendix 1: Grant commitments

##### Research and Development Grants

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

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





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

#### Board of Trustees 1 Apr 2024 to 20 Oct 2025

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

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

**Charity no.** 1140287

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

**Registered office and operational address:**

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

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

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

Dr Richard Piper	Chief Executive Officer
Andrew Misell	Director, Wales Office
Danielle Houliston	Executive Director of Income and Engagement
Jenni G Bradshaw	Head of Office, People and Governance
Sonali Xavier	Head of Finance
Joe Marley	Executive Director of Marketing and Communications
<b>Ash Singleton</b>	Director of Research and Public Affairs (maternity cover), from 30 Jul 24 to 30 Jun 25
<b>Ailar Hashemzadeh</b>	Director of Research and Public Affairs, to 17 Jul 24 (maternity leave) and from 8 Jul 25

#### Patron

Lord Clive Brooke of Alvethorpe

#### Ambassadors

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

#### Auditor

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

#### Banker

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

#### Investment manager

CCLA, One Angel Lane, London EC4R 3AB

#### Solicitor

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

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



### Our Headline Partner for the Dry January® challenge – BetterHelp

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

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

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



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

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

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

Alcohol harm is destroying  
millions of lives.

But change is possible.

Let's create that change.