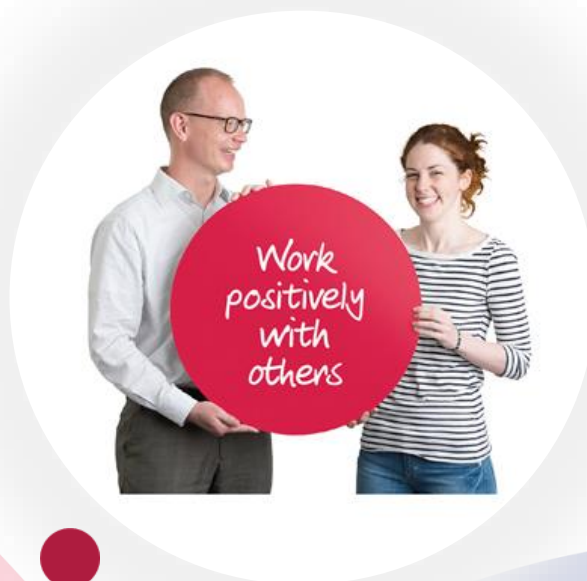


# drinkaware

Non-executive Director of the Trading Company

September 2018





## Welcome

Dear Applicant,

Thank you for your interest in joining the Board of Drinkaware's new Trading Company.

Drinkaware is an independent alcohol education charity working with both the alcohol industry and public sector bodies to tackle and help reduce alcohol-related harm. Established over 10 years ago by Government and the UK alcohol industry, our main objective is to positively change public behaviour by helping people make better choices about their drinking. Taking an evidence-based approach we ensure our campaigns and interventions make a real difference to people and we evaluate our work to learn for the future and increase our reach and impact.

As Non-executive Director of our brand new Trading Company, you will also sit on our Marketing Advisory Group as a co-optee, influencing our marketing and commercial strategy. The Group's role is to advise the Drinkaware chief executive and senior leadership team members across a broad marketing and communications agenda and to act as a sounding board and supportive but critical friend. In particular, the Group will assist Drinkaware in making a shift away from being a passive provider of information to an organisation using deep consumer insights to drive behavioural change. To do this, we will use our formidable digital insights, innovations and brand to create commercial value for Drinkaware as well as deeper, more meaningful ways for consumers to engage with us.

We need an established marketer with experience gained in the private health sector to take on this valuable non-executive role. You will share our passion for tackling and reducing the impact alcohol-related harm on peoples' lives, have relevant professional experience and expertise (as outlined in this pack) and must be able to work well with the Board and Executive to help us realise our ambitions for bringing about widespread change. If you believe you have the experience, skills and qualities we are looking for, then we very much look forward to hearing from you.

**Sir Leigh Lewis**  
**Chairman**

## About Us

In 2007, Drinkaware was established by Government and the UK alcohol industry with a specific purpose: to positively change public behaviour and the national drinking culture, to help reduce alcohol misuse and minimise alcohol-related harm. Its strategic objectives were set out as:

- increasing awareness of why and how to drink safely and responsibly; and of the impact of alcohol misuse on society and on the health and wellbeing of individuals, families and communities;
- improving attitudes towards personal responsibility; and
- to effect positive changes in behaviour related to alcohol consumption.

Considering the scope of the Trust, Drinkaware's governing documents make clear that, whilst the Trust will contribute to the process of public policy development via the provision of relevant evidence and insights, the Trust does not otherwise have a policy function.

Today, Drinkaware continues in that role as an independent UK-wide alcohol education charity, funded largely by voluntary and unrestricted donations from UK alcohol producers, retailers and supermarkets. The Trust is governed independently and works in partnership with others to help reduce alcohol-related harm by helping people make better choices about their drinking. We take an evidence-based approach to ensure our campaigns and interventions make a real difference to people. We evaluate our work to learn for the future and increase our reach and impact.

Our values provide a set of straightforward principles and practices that shape our behaviour and that we use to inform recruitment, in performance appraisal; and to guide our work in partnership with others. We are:

- driven to make a difference and look for ways to maximise our impact and to make information, advice and resources relevant and accessible;
- led by the evidence in that we are informed by experts, and make decisions supported by evidence and solely with the best interests of the general public in mind;
- resourceful, in that we proactively seek to more effective ways of doing things; and we
- seek to work positively with others as evidenced by our growing number of partnerships and our recognition that what we are trying to do, in changing the UK's drinking habits, is complex, challenging, and can only be achieved with and through others.

Further information about Drinkaware can be found at <https://about.drinkaware.co.uk/>

Links to our annual report can be found here:

<https://www.drinkaware.co.uk/media/292923/6068-annual-report-spreads-v14.pdf> and

our 2017 Impact Report <https://www.drinkaware.co.uk/media/292918/drinkaware-impact-report-2017.pdf>

## Our Board

The Drinkaware Trust is a company limited by guarantee governed by its Memorandum and Articles of Association. It is registered as a charity with the Charities Commission and its Trustees are also the members of the Company. Trustees are appointed through an open recruitment process based solely on their ability to meet the needs of the Trust. The Board may appoint no more than two Trustees who are either currently employed in the alcohol beverages industry or have a policy role with respect to alcohol.

Under its Memorandum and Articles of Association the Board may comprise between 8 and 11 Trustees. Trustees are appointed by the Board and serve for a term of three years, with each Trustee able to serve for a maximum of three terms.

The charity has a formal procedure for inducting Trustees to ensure that newly appointed Trustees are fully aware of Drinkaware's history, current strategy and activities and their responsibilities. Training is provided at the request of Trustees. The Board has instituted a formal programme for the annual appraisal of Trustees (including the Chair) in line with best practice in the charitable sector.

The Board of Trustees directs the work of the charity. It typically meets around six times per year although additional meetings can be held as and when required. The Board has established three sub-committees covering Finance & Human Resources, chaired by the Treasurer, Research & Impact, chaired by a trustee (currently by Dr Timothy Walker) and Risk & Audit chaired by a trustee (currently by David Ward).

The Board is further advised by an independent Medical Advisory Panel, chaired by Drinkaware's Chief Medical Advisor, Dr Fiona Sim OBE. Further details of the Medical Advisory Panel can be found here: <https://www.drinkaware.co.uk/about-us/our-people/independent-medical-advisory-panel/>

In 2018, the Board has also agreed to establish a new Marketing Advisory Group, to strengthen the work of Drinkaware's social marketing and behaviour change agenda.

The Chief Executive Officer is appointed by the Board of Trustees to manage the day-to-day operations of the charity. The CEO has delegated authority for all operational matters including finance, employment, campaigns and communications in line with the policies that have been approved by The Board of Trustees. The CEO is appraised annually by the Chair and the Board of Trustees.

### Conflicts of interest

No Trustees receive remuneration or other benefit from their work with the Trust. Any connection between Trustees or senior managers with any donor, supplier or partner of the Trust must be disclosed to the full Board of Trustees, and a Register of Interests is maintained. Declarations of interest are invited at each Board meeting.

*A copy of Drinkaware's Conflicts of Interest Policy is available on request.*

## Key Facts About Alcohol

Although some people talk about 'a British drinking culture' the reality is of course that people in the UK drink in different ways. In 2016:

- 17% of men and 22% of women said that they had not drunk alcohol at all in the last year, and abstinence is, on the whole, increasing.
- At the same time, more than 9m people regularly drink more than the Chief Medical Officers' Low Risk Drinking Guidelines of 14 units per week for both men and women.
- Those aged 55-64 were the most likely to be drinking at higher or increasing risk levels. Younger and older adults are the most likely groups to be non-drinkers.

Despite falling rates of alcohol consumption overall, the incidence of alcohol harm remains considerable.

- At a broad level, there were 1.1 million estimated admissions in 2016/17, where the primary reason for hospital admission or a secondary diagnosis was linked to alcohol. This is 1% higher than 2015/16 and represents 7 % of all hospital admissions.
- In 2016/17, there were 337,000 estimated admissions where the main reason for admission to hospital was directly attributable to alcohol; this is 1% lower than 2015/16 and 17% higher than 2006/07. This represents more than 2% of all hospital admissions, and has changed little in the last 10 years.
- Alcohol misuse can be directly attributed to deaths from certain types of disease such as alcoholic liver disease. In England in 2016, there were 5,507 alcohol-specific deaths; the number of deaths was 4% higher than 2015 and an increase of 11% on 2006.
- Since 2001 rates of alcohol-specific deaths among men have been on average of 55% higher than those observed among women.
- Scotland remains the constituent UK country with the highest rate of alcohol-specific deaths in 2016; yet Scotland has also seen the largest decrease in alcohol-specific death since it peaked in the early 2000s.
- In England, and for both sexes, alcohol-specific death rates in 2016 were significantly higher in the most deprived areas when compared with the least deprived areas.

Further information and statistics on alcohol can be found here:

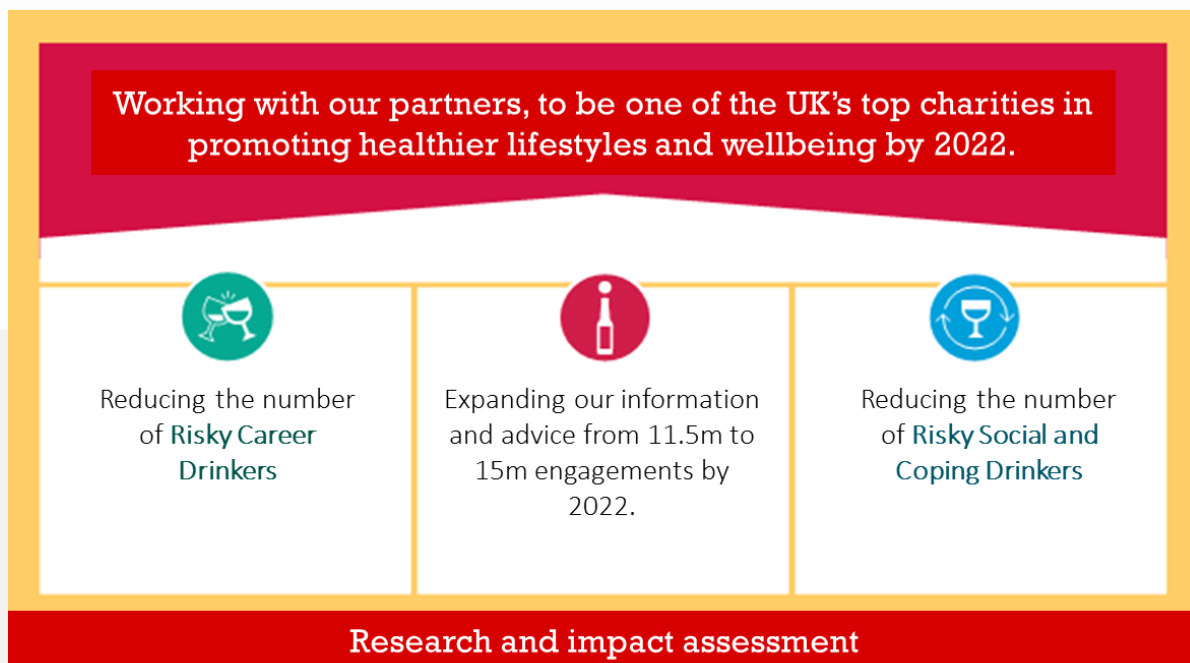
<https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-alcohol/2018/part-1>

## Our Five Year Strategy

Drinkaware's five year strategy sets out our ambition, working in partnership with others, to become a leading UK charity promoting healthier lifestyles and wellbeing. The strategy recognises that working with and through others is essential to change behaviour; and that our work must be led by evidence and informed by robust, impartial evaluation. Our strategy sets out the wider change we would like to see and how Drinkaware will contribute to the challenge of reducing alcohol harm.

Fundamentally, the Trust:

- provides evidence-based, accessible information and advice to a broad public and professional audience; and, increasingly,
- employs targeted social marketing techniques and an understanding of behavioural levers in relation to alcohol use and misuse, to help people make better choices about their drinking.



At the core of our strategy is a commitment to expand our information and advice from 12.6 million engagements in 2017 (whether through our website, app, social media or campaigns) to 15 million by 2022, with an increasing emphasis on personalised information, digital IBA and embedding alcohol specific advice into wider health information.

In addition, Drinkaware's targeted campaigns seek to encourage 'at risk' drinkers to change their behaviour.

Our campaigns target two groups in the population; we have called them '*Risky Career Drinkers*' and '*Risky Social and Coping Drinkers*'.

## Risky Career Drinkers

'Risky Career Drinkers' are typically men over 45, who tend to drink at home; most drink more than the recommended low risk drinking guideline and are likely to binge drink weekly or more often.

In addition to drinking to hazardous or harmful levels, other lifestyle behaviours also put the health of this group at risk; they are more likely than the UK population to smoke, have a poor diet and take insufficient physical exercise..

Our lead campaign focusing on these drinkers is '*Have a Little Less, Feel a Lot Better*' a campaign targeting men aged 45-65.

## Risky Social and Coping Drinkers

Secondly, we would like to see a reduction in the number of Risky Social and Coping Drinkers in the UK adult population, and will contribute to this wider social impact by building upon learning from our 2015-2017 '*If You Wouldn't Sober, You Shouldn't Drunk*' campaign.

'Risky Social and Coping Drinkers' are typically people under 35, who drink less frequently than older age groups but who are more likely to drink excessively on occasions when they do drink. This group tends to drink for social reasons and also reports drinking for coping/conformity reasons; they are also more likely than average to report low wellbeing.

Our lead campaign focusing on these drinkers has been '*If You Wouldn't Sober, You Shouldn't Drunk*', and the Drinkaware Crew initiative to support younger adults in the night-time economy.

## Drinkaware Five Year Targets

Our five year strategy has a number of key performance indicators and three headline targets. By 2022, we hope to:

- engage 15 million people with Drinkaware's Information and Advice, through our website, social media platforms, and partnership initiatives;
- demonstrate that 1 million people have been able to develop their knowledge of personal strategies to help them cut back their drinking or stop drinking altogether, by accessing our information or campaigns; and
- support half a million people to drink in less harmful ways.

These are challenging targets, the oversight of which rests with the Research & Impact Committee which receives regular reports on our progress.

## Non-executive Director role requirements

As a non-executive director of our new trading company, and co-optee on the Marketing Advisory Group, you will work with the Main Board and Marketing Advisory Group chairs, and the other members, to:

- ✓ shape the approaches and methodologies that the organisation uses to gather evidence, innovate and create impact
- ✓ oversee the effective delivery of a wide range of activities, ensuring they are contributing to the achievement of our goals in different topic areas
- ✓ oversee strategic partnerships and relationships to ensure they are delivering value for the organisation.

### Essential criteria for this appointment

- ✓ Experience in at least one of the following is essential:
  - Marketing at a senior level, ideally gained within the private sector healthcare space and certainly within a commercial environment.
- ✓ Some understanding of governance.
- ✓ Ability to work well in a group with effective listening skills and the ability to contribute, compromise and constructively challenge.
- ✓ Sound judgement and integrity.
- ✓ Genuine commitment to the issues on which Drinkaware is working, bringing about change and having impact in these areas.



# Terms of Appointment

## Time Commitment

The appointment requires up to eight days a year. The Trading Company meets five times a year and the Marketing Advisory Group (MAG) meets three times a year.

## Remuneration

The NED role will be modestly remunerated, the details of which are being finalised. We will update candidates as soon as we have this information.

## Length of Appointment

Committee Members are initially appointed for a term of three years with the opportunity to extend for a further two terms.

## Location

Meetings take place at Salisbury House, 3rd Floor, London, EC2M 5QQ.

## To be considered for the role

To express an interest in one of these roles and to be considered, please submit the following via the GatenbySanderson website:

- ✓ a detailed and up-to-date CV
- ✓ a supporting statement that addresses all criteria in the Person Specification and outlines your motivation for applying
- ✓ details of your availability on the dates provided in the indicative timetable.

Please also ensure you have also completed and submitted the equal opportunities monitoring form provided on this site.

The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

The closing date for applications is **Monday 5th November 2018 at 10am**

The How to Apply section of the website provides clear instructions for uploading your application successfully. If, however, you have any queries in relation to the application process, or you experience difficulties uploading your application, please do not hesitate to telephone the GatenbySanderson team on 020 7426 3982.

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

## Timescale for this recruitment

### **Closing Date**

Monday 5th November at 10am

### **Structured discussions with GatenbySanderson**

From second half w/c 12th November 2018

### **Informal chats with the Chair and Chief Executive**

To follow shortlisting

### **Interviews with Drinkaware**

Monday 10th and Tuesday 11th December 2018

# Appendix

## Board of Trustees

### **Sir Leigh Lewis, KCB**

#### **Chairman**

Sir Leigh Lewis has been Chair of the Drinkaware Trust since 2014. Sir Leigh had a distinguished Civil Service career, serving as the Permanent Secretary for Crime, Policing and Counter Terrorism in the Home Office and as Permanent Secretary at the Department for Work and Pensions. He was also the first Chief Executive of JobCentre Plus.

Since his retirement, Sir Leigh has served as the Chair of the Government's Bill of Rights Commission and holds non-executive appointments at Aviva UK PLC and the Ombudsman Services. He is also a member of the PwC Advisory Board, a Visiting Fellow at the University of Greenwich Business School and Vice-Chair of the homelessness charity, St Mungo's.

### **Penny Newman OBE**

#### *Member of Finance & HR Committee*

Penny was awarded the OBE for services to ethical business in 2008 in recognition of her work as Chief Executive of a number of ethical businesses including the Accession Social Enterprise CIC, Platform 51 (now the Young Women's Trust), the Jamie Oliver Foundation, and the Fairtrade organisation Cafédirect. In 2011, Penny was appointed Social Enterprise Ambassador by the Cabinet Office and she is also a Trustee of the Cafedirect Producers Foundation.

### **Vicki Nobles**

#### *Member of Finance & HR Committee*

Vicki held a number of senior corporate roles in the alcohol industry in the UK and USA before her retirement from the Corporate Relations Director role at Diageo in 2012. Vicki was a representative on the Steering Group of the Government's Public Health Responsibility Deal and played a key role in the Alcohol Network. Vicki was a director of non-profit organisation the British Brands Group and a member of the alcohol working group of Incorporated Society of British Advertisers. (ISBA).

### **Timothy Walker**

#### *Research & Impact Committee Chair, Member of Risk & Audit Committee*

Timothy has held a number of senior executive roles including Executive Director of the Financial Reporting Council, Director General of the Health and Safety Executive and Deputy Chairman, HM Customs and Excise. Timothy brings extensive non-executive experience in the public, private and non-profit sectors and retains his membership of the research strategy committee of Prostate Cancer UK. He was a Fellow of both the Institution of Engineering and Technology and the Institute of Physics and has taught at universities in the UK and United States.

**Kate Morris**

*Finance & HR Committee Chair/Trust Treasurer/Member of Risk & Audit Committee*

Kate has 20 years' worth of experience as a finance professional, working in the retail, public and voluntary sectors and is currently Director of Finance & Resources at Volunteering Matters. She is a qualified accountant and associate member of CIMA. Kate spent 10 years at the British Heart Foundation, as Head of Group Finance, and previously worked for the National Crime Agency and Marks and Spencer as part of their finance teams. She also has an MSc in Charity Accounting and Financial Management from CASS Business School.

**David Ward**

*Risk & Audit Committee Chair*

David is currently Regulatory, Ethics and Compliance Director at Tesco PLC and has been with the retailer for over decade holding a number of roles including UK Legal Director, Senior Counsel and Government Affairs Manager and Head of Licensing. A qualified solicitor, David's earlier career included a number of legal roles with law firms Shearman & Sterling LLP and CMS Cameron McKenna.

**Charles Allen**

Charles has been Arsenal Football Club PLC's Head of Marketing since 2010. Prior to this, Charles spent 17 years at Diageo, holding a number of commercial and marketing roles and working both globally and in specific overseas markets. Charles is a Governor at the Bedford School for Boys where he oversees the school's marketing and external affairs strategy and has been a mentor with the Marketing Academy, developing the marketing leaders of the future, since 2014.

**Paul Wells**

*Member of Risk & Audit Committee*

Paul Wells is a Director and Chairman at Charles Wells Ltd, the Bedford-based independent pub and brewing business. Paul joined the family-run company in the 1980's after training in hotel and catering and has worked in a wide variety of roles at the company spanning the brewing, retail and commercial operations. Paul has been a Council member of the British Beer & Pub Association (BBPA) since 1998 and was Chair of the Independent Family Brewers of Britain from 2006 to 2014. He is currently a Warden of the Worshipful Company of Brewers in the City and non-executive chairman of Muntons Plc.

**Neil Williams**

Neil Williams is the current Head of GOV.UK and has almost 20 years' worth of experience in developing strategic web based and digital communications. Before joining GOV.UK in 2011, Neil spent five years at both the Department for Communities and Local Government, where he launched the first blog by a UK Cabinet Minister, and the Department for Business Innovation and Skills where he drove the redevelopment of website and intranet platforms. Neil has been an advisor on the Boards of the NHS.Uk Digital Transformation Programme and the Police.uk Digital Public Contact programme and is the winner of a Civil Service award for Leadership. Neil will be joining Camden Council as its Chief Digital Officer, in October 2018.

Trustees who are retiring are:

**Dr Paul Nelson**

*Research & Impact Committee Member*

A former adviser to the Department of Health, Paul is the founder of public health consultancy PHRISK, a director of the Public Health Action Support Team (PHAST) and Managing Director of Guidepost.net. Paul is a Research Fellow in the University of Edinburgh's Deanery of Molecular, Genetic & Population Health Sciences.

**Dr Christopher Spencer Jones**

Christopher had a distinguished 26-year career in public health. He was Director of Public Health at NHS South Birmingham for 11 years before setting up the Birmingham Cross City CCG and working for Public Health England on the implementation of the 2012 Health & Social Care Act. As Chair of the BMA's UK Public Health Committee from 2005-2008, Christopher played a prominent role in developing public health policy in England.