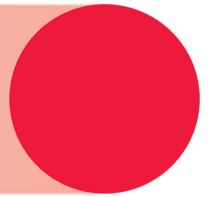


Brief for Candidates

Chair of the Board of Trustees



Welcome

Independent alcohol awareness charity Drinkaware is searching for our next Chair of Trustees to lead the organisation at this critical time in our history.

As our current Five-Year Strategy draws to a close in 2022, our vision and mission, focused on reducing alcohol misuse and harm in the UK, have never been more topical or relevant. While we are yet to fully understand the extent of the impact of the coronavirus pandemic on alcohol use in the medium- and long-term, our latest research reveals some new and worrying drinking patterns emerging. The need for Drinkaware to reach those people most at risk of alcohol harm, with relevant, accessible information and support is likely to be greater than ever.

Our current Chair, Sir Leigh Lewis, will be standing down in April 2021 after seven years at the helm and his successor will take Drinkaware through its next era of development and impact.

As our Chair, you will provide inspirational leadership to the Drinkaware Board and hold the primary responsibility for ensuring that the fundamentals of a highly impactful organisation are in place, including appropriate governance, strategy, priorities and culture.

The nature of Drinkaware's work means that this role, alongside the Chief Executive, represents the Trust to senior stakeholders and opinion leaders. You will personally support our influencing activities, including in Westminster and with the devolved administrations of the UK, and with leaders, and some critics, in the public health arena and the wider charity sector.

The Drinkaware Board is an exceptionally capable one with diverse skills and experience, supported by a talented senior leadership team. We hope you will be someone who recognises and fosters our strengths as well as someone who supports our ambitions to further the charity's influence. You will have the instincts to know how, as a small organisation but with considerable online reach, Drinkaware can become a disruptor in order to influence change. You will have an outstanding reputation as an alliance-builder who can forge strong partnerships and relationships, and who is as comfortable working with senior commercial leaders as with leaders of civil society and academia.

Unimpeachable integrity is, of course, essential. You will be a positive and passionate leader and a champion on our behalf, with formidable ambassadorial skills and high strategic and intellectual acumen. Within the organisation, you will be a source of wisdom, perspective and support.

Our priorities for the next two years are clear. With an immediate focus on developing Drinkaware's impact in terms of digital health, on setting out a new income generation strategy and leading a shift towards advocacy and campaigning, you will have the opportunity to shape our longer-term future through the launch of a new Five-Year Strategy for the organisation in 2022, as we continue to work tirelessly to help reduce alcohol misuse and harm across the UK.

If you believe you could be the next Chair of Drinkaware and join us on this important journey, we would be delighted to hear from you.

Vicki Nobles | Trustee

About Drinkaware

The Drinkaware Trust is an independent UK-wide alcohol education charity, set up in 2006 by the then Labour Government and the Portman Group with a clear remit, as “an independent UK-wide, public-facing body with the objective of positively changing public behaviour and the national drinking culture to help reduce alcohol misuse and minimise alcohol-related harm.”

The Trust was set up with three strategic aims:

- to increase awareness of why and how to drink safely and responsibly, and of the impact of alcohol misuse on society and on the health and well-being of individuals, their families and communities;
- to improve public attitudes and motivations towards taking personal responsibility to drink safely and responsibly; and towards the unacceptability of binge drinking and alcohol-related public disorder; and
- to effect positive changes in behaviour related to alcohol consumption.

Today, these aims remain fundamentally the same, although our current Five-Year Strategy began the process of a greater shift in the charity’s activities towards health. The charity’s charitable objects are *“the preservation, protection and promotion of public health through the provision of evidence-based education programmes and research on alcohol related matters.”*

The Trust remains funded almost entirely through voluntary, unrestricted donations from UK alcohol producers, retailers, wholesalers and supermarkets. A funding model agreed in 2006 remains in place, providing a guide for new funders and a funding framework whereby target donation levels are set in line with broad ‘bands’ of UK alcohol sales. The model is indicative, however, and without a firm statutory footing, donations remain at the goodwill of businesses and subject to the same scrutiny and commercial pressures of any corporate charity donation. Despite a notable increase in the number of donors since 2014, a number of significant industry operators do not contribute to Drinkaware.

Inevitably, our reliance upon industry funding is a continued source of criticism from public health advocates and some academics and remains a barrier to partnership and engagement with many in the charity and health sectors. We continue to take steps to defend our independence robustly and to guard against any conscious or unconscious bias that could arise from our relationships with industry donors.

Vision, Mission, Values & What we do

Our Vision

To reduce alcohol-related harm by helping people make better choices about their drinking.

Our mission

We will achieve this by:

- Providing impartial, evidence-based information, advice and practical resources
- Raising awareness of alcohol and its harms
- Working collaboratively with partners

Our values

- Driven to make a difference
- Led by the evidence
- Resourceful
- Working positively with others

What we do

Alcohol misuse is pervasive in the UK and a complex issue to address. We recognise that action must be taken on a number of fronts if we are to reduce alcohol-related mortality and ill-health in the UK, and that people who drink more than the low risk drinking guidelines are amongst the most resistant to change.

Drinkaware hopes to contribute to wider efforts to reduce alcohol harm through targeted social marketing interventions, aimed at these consumers. We use advertising, communications and, in a number of pilot locations, had begun (pre-pandemic) to explore community-based interventions working with local partners.

Having attracted people to our website, Drinkaware offers a portfolio of digital tools to help people assess their drinking, set goals to change it or seek local help and support.

In 2019 Drinkaware reached more than 9 million people through our website and social media and 1.2 million people used our online tools to better understand the impact of alcohol on their lives. This huge reach gives us an insight into drinking habits in the UK that is quite unparalleled, and we are committed to sharing the results of our evaluations to support thought-leaders, policy makers and anyone concerned by alcohol harm in the UK.

A copy of our most recent Impact Report is available here:

<https://www.drinkaware.co.uk/media/dadpotkg/drinkaware-impact-report-2019-final.pdf>

Where we focus

Our 2018-2022 Five-Year Strategy set out an overarching ambition – working with our partners, to be one of the UK's top charities in promoting healthier lifestyles and wellbeing by 2022.

Within this, the Board agreed on three strategic priorities:

- Reduce the number of risky career drinkers (those aged 45-64 drinking more than the low-risk drinking guidelines);
- Reduce the number of risky social and coping drinkers (those under 45 who drink to cope); and
- Expand our information and advice from 11.5m engagements in 2018 to 15m by 2022.

Looking ahead

Like organisations up and down the country, the broader economic and societal impact of the pandemic has created considerable financial and other challenges for Drinkaware. With the potential loss of one-third of our annual income (driven in large part by the closure of the hospitality sector), we have refined and further sharpened our core priorities for the next 12 months. While our strategic intent remains the same, our ability to hit the ambitious targets of our Five-Year Strategy has been adversely impacted and revised targets for 2021 are in development.

The Board has approved a revised plan for the second half of 2020, and, for the year ahead in 2021, a plan focused on three strategic anchors.

Reaching audiences (Alcohol Plus +)

This strand will increase Drinkaware's reach and awareness with our audiences, as well as driving engagement with Drinkaware, to support the organisation's ambitions around behaviour change. It will include:

- promoting Drinkaware's insights and tools;
- developing a measurable partnership-working model based on insights that reaches our target consumers through a network of influencers; and
- elevating the overall brand, by embedding a refreshed brand positioning, key messages, narrative and more consumer-friendly design.

Digital Health

This strand will develop and use our digital tools and data insights to support more people to change harmful drinking habits. Opportunities for digital health have grown significantly, as a result of more people accessing primary care online and a burgeoning interest in self-monitoring and personal health management. This includes:

- redeveloping the Drinkaware app and the continued development of our content and tools;
- maximising data-driven insight and research to inform a new generation of Drinkaware products;
- further strengthening governance around development to ensure our products are developed in line with recognised frameworks/clinical tools; and
- exploring innovation (e.g. AI), new funding streams and opportunities for new academic collaborations in technology and data.

Translational Research and Insight

This strand will focus on research and insight which underpins all of Drinkaware's work, from ensuring our communications are evidence-based to making sure our interventions result in intended behaviour change. We want all Drinkaware's activities to be based on a solid understanding of drinking behaviour among different demographics, medical evidence, and behaviour change theory and practice. This includes:

- understanding drinking behaviour and how to change it, through both intervention design and campaigning; and
- translating research into actionable insight and recommendations to influence policy and practice.

We will achieve these aims by building an understanding of how people behave in practice, rather than what they say about their behaviour. We will maximise the value from our wealth of existing insight and research. We will collaborate with academics and organisations concerned with harmful drinking behaviour.

Our services

In addition, we will set out a new income generation strategy to diversify income and reduce our reliance on industry funding. This will build upon the modest income through newly created Drinkaware Trading Limited:

- Drinkaware at Work which is designed to support the existing health, safety and wellbeing agenda of UK businesses, encouraging employers to include alcohol education alongside the other health information they provide.
- Nightlife Crew alcohol vulnerability training. We operate a safety scheme tailored to the night-time economy that reduces alcohol risk through staff training and e-learning.
- A small range of products, information booklets and fact sheets which are sold, mostly to professionals through the online shop.

To read Drinkaware's annual reports and audits please visit:

<https://www.drinkaware.co.uk/about-us/what-we-do>

Governance

After an independent review of Drinkaware commissioned by the Board in 2013, the charity substantially changed its governance structure to address perceptions of a lack of independence in its selection of trustees. Today, the Board comprises 12 trustees appointed through an open recruitment process based solely on their ability to meet the needs of the Trust. The Board may only appoint Trustees who are currently employed in the alcohol industry or have a policy role with respect to alcohol if they satisfy this criterion and if there are not more than two such Trustees in either category.

Declarations of interests

Given our reliance upon industry funding, Drinkaware has a comprehensive Conflicts of Interest Policy in place which is regularly reviewed. All members of staff, advisors and trustees are required to sign a Declaration of Interests on an annual basis, and to declare interests at each meeting of the Board. The trustees' register of interests is published on our website:

<https://www.drinkaware.co.uk/about-us/our-team/trustee-register-of-interests>

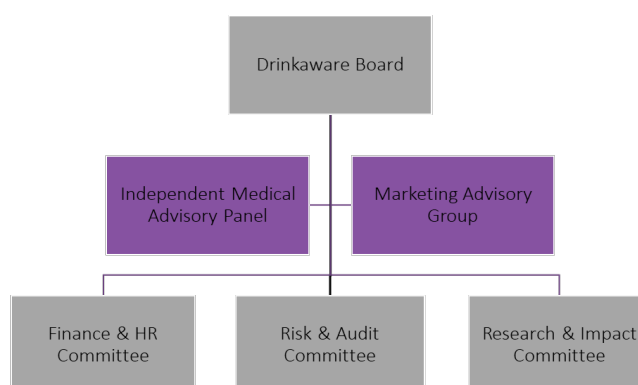
Trustees may serve up to three consecutive terms of three years each. Trustee biographies are given in the Appendix.

Independent Medical Advisory Panel (MAP)

Drinkaware works with an independent panel of expert medical advisors to ensure that our information and advice is based on the most current medical evidence. The MAP meets up to four times per year and the Chief Medical Advisor provides an annual report to the Board of Trustees (usually in June) which is published on the Drinkaware website.

Although members of the MAP are remunerated, they are independent of Drinkaware and free to advise the organisation as they see fit to ensure that the information provided to the public is evidence-based.

Governance arrangements



Board meetings

The Board is chaired by Sir Leigh Lewis and meets six times per year; two of these meetings are all-day strategy meetings and one meeting, usually in June, includes the Annual General Meeting. All trustees, including the Chair, undergo an annual performance appraisal. The Finance Director of Drinkaware is also the Company Secretary. The Chief Executive of Drinkaware reports to the Board.

Drinkaware's Chief Medical Advisor, Dr Fiona Sim, attends Board meetings as well as meetings of the Research & Impact Committee, as an observer. In addition, observers from the Home Office and Department of Health and Social Care attend regular Board meetings but do not attend the Board's twice-yearly Awaydays.

The Chief Executive and all members of the SLT attend all Board meetings.

Finance & HR Committee

The Finance & HR Committee (FHRC) comprises four trustees and is chaired by Drinkaware Treasurer, Kate Morris. The Committee is responsible for oversight and scrutiny of all finance and HR issues and advises the Board on these matters. The Committee meets up to five times per year and has an additional meeting once a year jointly with the Risk & Audit Committee (RAC). The Committee recommends the annual budget which goes to the Board each year in November and approves the remuneration policies, headcount and other HR policies of the Trust.

Risk & Audit Committee

The Risk & Audit Committee (RAC) comprises three trustees and one external co-opted member (who is not a trustee); it is chaired by Drinkaware trustee, David Ward. The Committee is responsible for the oversight and scrutiny of all matters relating to risk, including review of the Risk Register to ensure that risks are identified and that appropriate mitigating actions are taken. In addition, the RAC appoints the external auditors of the Trust. The RAC acted as Drinkaware's crisis committee throughout the first six months of the coronavirus pandemic.

The Committee meets at least three times per year and has meeting once a year jointly with the FHRC.

Research & Impact Committee

The Research & Impact Committee (RIC) is chaired by Drinkaware trustee, Timothy Walker and other trustees and the Chief Medical Advisor to Drinkaware may attend. The Committee advises on matters relating to evaluation and external academic partnerships and approves the Annual Impact Report of Drinkaware as well as the annual work plan of the Research team. The Committee meets three times per year.

Marketing Advisory Group

The Marketing Advisory Group (MAG) provides support and advice to the marketing, communications and digital teams. In particular, the group is intended to help Drinkaware shift from being a provider of information to an organisation using its consumer insights to drive behaviour change; and using our digital insights, innovation and brand to help diversify income. The Group also advises on new developments in marketing. It connects with the RIC on campaign and product evaluation and has oversight of work on Drinkaware's reputation and brand. The Committee meets three times per year.

Chair Role Profile

The Chair provides leadership to the Drinkaware Board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has trustees and senior staff who are able to govern well and add value to the charity.

The Trustee Board is responsible for setting the strategic aims, objectives and direction of Drinkaware, delegating day-to-day management to a Senior Leadership Team (SLT) led by the Chief Executive, and ensuring the long-term sustainability of the charity.

The Chair's main role is to provide clear leadership to the Board; to demonstrate an ability to set the Board agenda, and lead trustees in playing a full role in the development and determination of the charity's strategy.

Main Duties and Responsibilities

In addition to those duties and responsibilities performed by all trustees, the Chair has a set of specific, additional accountabilities as follows:

- Safeguard the reputation of Drinkaware, upholding the values of the charity by example;
- Ensure that the organisation promotes diversity and inclusion for all its stakeholders;
- Lead the Board, providing clarity of vision to the Board in fulfilling its charitable objects and encouraging all trustees to contribute their skills, experience and opinions, creating a Board environment with strong working relationships and where challenge, scrutiny and diversity of perspectives are welcomed;
- Ensure that the Board of Trustees has the necessary and diverse range of skills, expertise and life experiences; that new Trustees are properly inducted, and that appropriate Board development and annual Board appraisal is undertaken;
- Ensure effective governance and efficient administration of the Charity and its trading subsidiary, and ensure financial stability and legal compliance within the Charity Commission's regulatory guidelines and within regulatory frameworks of the devolved administrations, as appropriate;
- Guide and oversee the approval of strategic plans and discussions on the strategic development of Drinkaware, ensuring that the Board has agreed strategic priorities;
- Lead in the annual appraisal of the Chief Executive, support her/him and delegate the day-to-day management of the Charity to the CEO and SLT;
- Build and maintain close relations between the Charity's various constituencies as needed, meet with senior key external stakeholder groups to promote Drinkaware and represent Drinkaware and its Board at functions and events;
- Chair Board meetings, liaise with the Chief Executive and FD / Company Secretary, where appropriate, with the drafting of agendas and supporting papers for trustee meetings and ensure that business is covered efficiently and effectively in those meetings;
- Ensure, in liaison with the Company Secretary, that appropriate Board procedures, processes and controls are in place and are followed;
- Undergo an individual and Board performance appraisal, undertake evaluations of the performance of trustees and direct remedial actions where required;
- In moments of crisis, between full meetings of the Board, authorise action to be taken as necessary to protect the people, work and reputation of Drinkaware;
- Use her/his networks and connections to further Drinkaware and its aims.

The Chair's immediate priorities for 2021 are to:

- Act as an active ambassador and spokesperson for Drinkaware with senior stakeholders;
- Nurture effective working relationships with the CEO and SLT;
- Spearhead the strategic planning process for Drinkaware's next Five-Year Strategy, to take effect from 2022/23; and
- With the retirement of two trustees in mid-2021, work with the Board, CEO and Company Secretary to ensure the Board has the right balance of skills, knowledge and experience with people who reflect the diversity of the UK and of Drinkaware's beneficiary population.

Person Specification

Part One

Knowledge and experience

- Outstanding strategic leadership skills, ideally with direct experience gained as Chair within another non-profit organisation and / or a public Committee of standing.
- Significant experience of engaging with Government at a senior level, with a strong focus on influencing and partnership working: you are likely to have a track record of influencing at the most senior levels in the UK and / or in the devolved administrations.
- Successful track record of working with senior individuals at the highest levels and of bringing people together around a common vision and purpose.
- Sound understanding of UK charity governance.
- A track record or, at the very least, a keen interest in health & wellbeing in the UK and specifically an interest in data and new technologies and how they might be deployed together with evidence-based insights to tackle health inequalities and deliver behaviour change would be advantageous.
- Direct experience or a deep practical understanding of the risks and challenges facing SMEs or smaller charities or non-profit organisations would be advantageous.

Part Two

Skills and abilities

- High intellectual capacity and credibility and is a clear and independent strategic thinker.
- Highly effective relationship and alliance building abilities.
- Sound judgement with high capacity for self-reflection.
- Outstanding verbal and written communication and interpersonal skills.
- Able to apply or adapt learning from best practice across sectors and organisations.
- Has the capacity to support both Board and Executive development.

Part Three

Personal style and attributes

- Appropriate leadership style that guides the Board and Executive to fulfil their respective responsibilities in relation to governance, strategy and operational delivery.
- A natural networker who secures confidence immediately, has a diplomatic style and is happy to galvanise support for Drinkaware's work.
- Team player who enjoys working with others in a small organisation and will foster a collaborative culture.
- Drive and enthusiasm, with a strong commitment to Drinkaware's values and its purpose of reducing alcohol harm in the UK, as well as a demonstrable commitment to diversity and inclusion.

Terms of Appointment

Time commitment

The role requires up to two days per week. This includes:

- six Board meetings per year, four of which are half-day and held in London, and two of which (April and November) are full-day Strategy meetings preceded by a Board dinner the evening before;
- regular meetings with the CEO (the current Chair holds weekly one-to-one meetings);
- four half-day meetings per year of the Medical Advisory Panel, and five meetings per year of the Finance & HR Committee;
- annual one-to-one meeting (can be by telephone) with each Trustee (in relation to Board appraisal), and
- attendance at other ad hoc meetings as appropriate.

Note: It is anticipated that in 2021 at least some if not all of the meetings will be held virtually via Microsoft Teams, or online participation will be offered to trustees who wish to attend online.

Remuneration

Trustee roles are voluntary. Reasonable expenses incurred in fulfilling your duties will be reimbursed.

Length of appointment

All appointments are for an initial three-year term renewable for a period of up to nine years in total, at the Board's discretion.

General data protection

A copy of Drinkaware's GDPR Policy can be found here: <https://www.drinkaware.co.uk/privacy-policy>

Conflicts of interest

A copy of Drinkaware's Conflict of Interest Policy is included in the full Candidate Pack. To ensure the charity's independence, applicants with a past or current interest in the global or UK alcohol industry in any capacity cannot be considered for the Chair position.

Diversity and inclusion

Drinkaware is committed to diversity and inclusion and welcomes applications from all groups and from across the UK. Applications from those with lived experience of alcohol dependency or alcohol-related harm are welcome.

Future meeting dates

Tuesday 9 th February 2021	Board Meeting	1pm to 4pm
Monday 19 th April 2021	Pre-Away Day Board Dinner	6pm to 9pm
Tuesday 20 th April 2021	Board Away Day	10am to 4pm
Tuesday 8 th June 2021	Board Meeting to include AGM	1pm to 4pm
Tuesday 7 th September 2021	Board Meeting	1pm to 4pm
Monday 15 th November 2021	Pre-Away Day Board Dinner	6pm to 9pm
Tuesday 16 th November 2021	Board Away Day	10am to 4pm

How to apply

We hope you will consider expressing an interest in this role. If you have questions about the appointment process and would find it helpful to have an informal conversation, please contact juliet.taylor@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/drinkaware-chair/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information;
- a covering letter that sets out your motivation for applying for this appointment and why you think your skills and experience make you suitable; and
- details of two people you have worked with at Board level previously whom we could talk with at shortlist stage (with your permission).

We would also be grateful if you would complete the Equality and Diversity monitoring form as the second step of the online application process. This information is for monitoring purposes only and is not treated as part of your application.

Please also ensure you have read and understood the attached Conflicts of Interest document available on above to download.

Closing date for applications Monday 16th November 2020.

If selected, you will be invited to meet (via remote means) with our advising consultant, Juliet Taylor, during late November 2020.

The final shortlist will be determined in December 2020.

Informal meetings / telephone calls will follow confirmation of the final shortlist.

Shortlisted candidates will have the opportunity to speak with key stakeholders in December 2020.

Formal interviews for shortlisted candidates are expected to take place in early January 2021.

Appendix

Trustee Biographies

Sir Leigh Lewis KCB, Chair

Sir Leigh has been the Chair of Drinkaware since 2014. After a career of distinguished public service, latterly as Permanent Secretary of the Department for Work and Pensions, Sir Leigh is a Visiting Fellow at the University of Greenwich, Director, Ombudsman Services, and a trustee of the Holocaust Memorial Day Trust.

Charles Allen

Charles is Director of Partnerships at the disability equality charity Scope and a trustee of The Lightbox, a purpose-driven charitable arts and heritage organisation. Having spent a career in senior roles with Arsenal FC, Diageo and others, Charles brings considerable commercial expertise to the Board and chairs Drinkaware's Marketing Advisory Group.

Dr Varuna Aluvihare

Varuna has been the Consultant Transplant Hepatologist and Hepatology Transplant lead at Kings College Hospital since 2006. His research focuses on liver regeneration, immune dysfunction and cancer biology. Varuna regularly appears in national media discussing public health issues relating to liver disease.

Marc Dench

Marc is Chief Financial Officer of fashion retailer Joules Group plc. Formerly Chief Financial Officer of Walgreen Boots Alliance's International Retail & Global Consumer Brands Division, Marc is a chartered accountant and a member of Drinkaware's Finance & HR Committee.

Dr Colin Hunter OBE

Colin retired from general practice in Skene, Aberdeenshire where he had been a GP for 33 years. A former Chair of Trustees of the Royal College of GPs, Colin is a Trustee of Leonard Cheshire Disability and a Governor of Robert Gordons University in Aberdeen.

Kate Morris

Kate Morris, Treasurer, is Finance Director at Morden College, and was formerly Director of Finance & Resources at Volunteering Matters. She is a qualified accountant and chairs Drinkaware's Finance & HR Committee. Kate is a trustee of the Bethlem Gallery.

Penny Newman OBE

Penny is chair of Drinkaware Trading Limited and a member of our Finance & HR Committee. Penny was formerly Chief Executive of the Jamie Oliver Foundation, and for 10 years, Fairtrade organisation Cafedirect plc. Penny is a trustee of Producers Direct.

Vicki Nobles

Vicki held senior corporate roles in the alcohol industry in the UK and USA before retiring from Diageo, where she had been Corporate Relations Director GB, in 2012. Vicki is a Non-Executive Director of Liberty Wines Ltd, a member of Drinkaware's Finance & HR Committee, and Chair of the Nominations Panel for the Chair recruitment.

Dr Timothy Walker

Formerly Director General of the Health & Safety Executive, Timothy brings extensive non-executive experience in the public, non-profit and private sectors. Timothy chairs Drinkaware's Research & Impact Committee and is a member of the Risk & Audit Committee.

David Ward

David is Regulatory, Ethics & Compliance Director at Tesco plc and is a qualified solicitor. David chairs Drinkaware's Risk & Audit Committee.

Paul Wells

Paul is Chairman of Charles Wells Ltd, the Bedford-based independent hospitality business and is Chairman of malt producer Muntons plc. Paul sits on Drinkaware's Risk & Audit Committee.

Neil Williams

Neil is Chief Digital Officer, Croydon Council, where he leads digital transformation, ICT and smart cities innovation. Neil was formerly Head of GOV.UK, the Government Digital Service.

Find out more about our trustees here: <https://www.drinkaware.co.uk/about-us/our-team>

Chief Medical Advisor Biography

Dr Fiona Sim OBE

Dr Sim is Drinkaware's Chief Medical Advisor. She works as an advisor to NHS England, is joint Editor-in-Chief of the journal *Public Health* and is a Visiting Professor at the University of Bedfordshire. A former GP, Dr Sim chairs Drinkaware's independent Medical Advisory Panel which includes experts in general practice, alcohol dependency, psychiatry, cancer, oral and maxillofacial clinical sciences and public health.

Find out more about Drinkaware's Medical Advisory Panel here:

<https://www.drinkaware.co.uk/about-us/our-team/dr-fiona-sim-obe>

Senior Leadership Team

The day to day operational management of Drinkaware is delegated to a small executive team led by Elaine Hindal. The staff team in total comprises 27 FTEs in five teams: Research; Business Development; Marketing and Communications; Digital, Data and Technology; and Finance.

Elaine Hindal, Chief Executive

Elaine joined Drinkaware from The Children's Society, where she was Director, External Relations. Her commercial career includes senior marketing and strategy roles with Cadbury Schweppes plc, The Coca-Cola Company, Beiersdorf and Boots. Elaine is a Trustee of Mencap.

Suzanne Pattison, Finance Director & Company Secretary

Suzanne joined Drinkaware from Marie Stopes where she was UK Finance Director and Commercial Director. Suzanne is a chartered accountant and has held senior roles in commercial businesses as well as non-profit organisations. Suzanne is a Director of Drinkaware Trading Limited.

Find out more about our team here: <https://www.drinkaware.co.uk/about-us/our-team>

Conflicts of Interest Policy

The purpose of our **Conflicts of Interest Policy** is to ensure our decision-making processes are, and are seen to be, free from personal bias and do not unfairly favour any individual connected with the charity.

The policy protects both the organisation and individuals from any appearance of impropriety; provides guidance on what to do when conflicts of interest arise and provides a clear framework and process to ensure that conflicts of interest are managed consistently and appropriately.

Charity Commission guidance recommends that charities identify situations where conflicts of interest might occur, and take steps to ensure that any element of benefit arising from trustee or staff decision making is authorised by the Board of Trustees.

In Drinkaware, this means that conflicted trustees or employees are required to declare an interest at an early stage and to withdraw from discussions and decision making relating to this interest.

Trustees' Legal Responsibilities

All trustees have a legal duty to put the best interests of the charity first and to safeguard the assets and reputation of the charity. Trustees in a charity which is also a company have an additional duty to avoid conflicts of interest.

By law, trustees must not receive any benefit from the charity, either directly for themselves, or indirectly for friends and family, in return for any service they provide to the charity unless they have express legal authority to do so. 'Benefit' comprises not only financial benefit, but favourable treatment of any kind; this includes biased access to services or employment opportunities, the award of contracts, and participation in the appointment of service providers to Drinkaware.

Trustees may, however, be reimbursed for expenses and making sure that expenses are reimbursed is considered to be good practice. (Drinkaware trustees are required to comply with Drinkaware Travel and Expenses Policy which also applies to all staff). The 'no benefit' rule also allows trustees, their friends and family to receive services from the charity provided that they are provided them on the same basis as to anyone else.

Our policy

Our policy applies to:

- all trustees;
- co-optees on board committees;
- members of the MAP and other advisory groups; and
- all employees of Drinkaware.

For the purpose of this policy, all are referred to as "relevant persons".

What is a conflict of interest?

A personal connection to Government, the alcohol industry or to alcohol policy is not **in itself** deemed to be incompatible with the aims and objectives of Drinkaware, in accordance with Drinkaware's Memorandum and Articles of Association.

However, it is recognised that a **conflict of interest** may arise, in any situation in which an individual's personal interests or loyalties could influence or affect their decision making.

A conflict of interest, or the perception of a conflict of interest, can exist even when there is no financial conflict but there is the possibility that the individual's personal or wider interests, including those relating to their religion, associations, employment, or other interests, could influence their decision making.

The Charity Commission's guidance on conflicts of interest recognises three common types of interest:

1. An individual obtains financial benefit such as a direct payment to a trustee, or to a company in which the individual has a financial interest.
2. An individual obtains an indirect financial benefit via a spouse or other close relative or where a child or close relative receives money or a grant from the charity.
3. Individual's loyalty to the charity conflicts with his/her loyalty to another organisation or person. This might be loyalty to the body that appointed him/her (a committee or another organisation for example), to another charity of which they are a trustee or staff member, to another organisation other than the charity in question or to a member of their family or another connected person.

Register of interests

Drinkaware maintains a Trustees' Register of Interests which is updated annually and as relevant interests arise. This Register of Interests is available from our registered office.

When a relevant person identifies that they have a potential conflict of interest, or that a potential conflict of interest might be perceived, they must:

- declare it to the Company Secretary (Ms Suzanne Pattison) as soon as they become aware of it;
- ensure an updated Declaration of Interest form is completed, and/or minuted in appropriate board/ committee papers; and/or
- absence themselves from discussions and decisions relating to the matter; and
- ensure that Drinkaware's register of interests is up to date.

Drinkaware's Conflict of Interest Policy will be published on the Drinkaware website.