



drinkaware

Chair of the Board
of Trustees



Welcome

Thank you for your interest in becoming our next Chair at Drinkaware.

We are an independent charity working to reduce alcohol misuse and harm in the UK. We are here to help people make better choices about drinking. We are largely funded by unrestricted donations from the alcohol industry and we engage and work directly with both commercial organisations and public sector bodies. Our campaigns, tools, website and app are tailored to raise awareness of alcohol-related harms and help people change their relationship with alcohol. Our approach is evidence-based, insight-driven and collaborative.

Our current Chair, Sir Leigh Lewis, will be stepping down later this year after some seven years in the role. We are seeking a new Chair to succeed him who can help take Drinkaware through the next exciting era of its development and impact. In the role, you will provide capable and credible leadership to the Drinkaware Board and hold primary responsibility for ensuring that it has appropriate priorities, structures and governance as well as a supportive and forward-looking culture.

Our priorities for the next three years are focused on three 'strategic anchors' - our programme of translational research and evaluation; deepening audience engagement through creative content and compelling communications, and a new focus on digital health.

The nature of Drinkaware's work means that this is also a substantial external facing role. You will personally support our influencing activities in Whitehall, Westminster, and with government counterparts in the devolved administrations of the UK.

The Drinkaware Board is exceptionally capable, committed and skilled. You will be someone who recognises quite how significant we are within our field and who shares our desire to increase our impact. In a changing world, you will have the instincts and experience to know how we can make our voice heard. You will have an outstanding reputation as an alliance-builder who can forge strong partnerships that build support.

Unimpeachable integrity will be essential and you will be a positive leader and champion on our behalf, with formidable ambassadorial skills, a commitment to diversity, and high strategic and intellectual acumen. Within the organisation, you will be an engaged, friendly and emotionally intelligent source of wisdom.

If you believe you might have what we are looking for then we very much look forward to hearing from you.



About Drinkaware

Drinkaware provides alcohol information, facts, advice and support, along with tools and resources for individuals, workplaces and communities.

We are proud of our independence, both from government and industry. Drinkaware is not a trade association or membership body; corporate donations are given only on an unrestricted basis and are voluntary, according to a Funding Model approved by government when the charity was established.

Nor is Drinkaware a lobbying or campaigning organisation. We are proudly however a social marketing organisation, increasingly expert in consumer insight and behaviour change in what is a challenging and critical area of public health.

Our vision

We are here to reduce alcohol-related harm by helping people make better choices about their drinking.

Our mission

We 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
- Work positively with others

In 2021, we have refreshed our brand to reflect our focus on changing behaviour, with a shift from our proposition of *'Drinkaware – For the Facts'* to *'Drinkaware – Change starts with you'*. We are targeting people drinking in harmful ways, who are considering making a change.

Our work is aligned around three **strategic anchors**:

Engaging audiences

Communications on key issues – mental health, workplace wellbeing & obesity – to attract people to Drinkaware and raise awareness of alcohol harm.

Digital health

Developing the new website, optimising online behavioural tools and Drinkaware app (2021), exploring AI-assisted chat tools and onsite 'bridges' to treatment and/or support.

Translational research and insight

Understand drinking behaviour & how to change it through intervention design & campaigning. Translate research into actionable insights & recommendations.

We have a small but growing portfolio of commercial services, offered through our trading subsidiary. Our flagship product is Drinkaware at Work, designed to support the health and safety and employee wellbeing agenda of UK employers. Encouraging employees to think about alcohol alongside the other health information they receive.

Find out more

To read Drinkaware's annual reports and audits please visit <https://www.drinkaware.co.uk/about-us/what-we-do>

Our current Trustee team

The Drinkaware Board comprises 12 trustees from across civil society, each experts in their field and sharing a deep commitment to reducing harm from alcohol.

To protect our independence, our governing documents permit up to two trustees who are employed in the alcohol industry, and two who bring public health campaigning or advocacy expertise. The Chief Medical Officer, Dr Fiona Sim, who chairs Drinkaware's independent Medical Advisory Panel, attends meetings of the Board as an observer. Board meetings are also observed by representatives of the Department of Health and Social Care, and the Home Office.

Details of Drinkaware's governance arrangements are given in Appendix 1.



Sir Leigh Lewis, Chairman has been Chair of the Drinkaware Trust since 2014. Sir Leigh had a near-40 year Civil Service career, serving latterly 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.

Since his retirement, Sir Leigh has served as the Chair of the Government's Bill of Rights Commission and is also Vice-Chair of The Holocaust Memorial Day Trust as well as a non-executive director of Ombudsman Services. He is also a Visiting Fellow at the University of Greenwich Business School and Honorary Vice-President of the homelessness charity, St. Mungo's.



Penny Newman OBE is a former Chief Executive of Accession Social Enterprise CIC, Platform 51 (now the Young Women's Trust), the Jamie Oliver Foundation, and for 10 years, the Fairtrade organisation Café Direct. She was awarded the OBE for services to ethical business in 2008 and was appointed Social Enterprise Ambassador by the Cabinet Office in 2011. Currently, Penny is also a trustee of Producers Direct. She is a member of Drinkaware's Finance & HR Committee.



Vicki Nobles held a number of senior corporate roles in the alcohol beverage industry in both the UK and USA before her retirement from Diageo, where she had been Corporate Relations Director GB, in 2012. Since then, she has provided independent management consultancy services to a number of clients and serves as a Non-Executive Director on the Board of Liberty Wines Limited. Vicki is a member of the Finance and HR Committee.



Timothy Walker, Research & Impact Committee Chair and Member of Risk & Audit Committee, has held several 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. He brings extensive non-executive experience in the public, private and non-profit sectors and was a Fellow of both the Institution of Engineering and Technology and Institute of Physics and has taught at universities in the UK and United States.



Kate Morris, Finance & HR Committee Chair/Trust Treasurer, is currently Finance Director at Morden College. Formerly Director of Finance & Resources at the charity Volunteering Matters, she has extensive experience as a leader in the voluntary sector and a finance professional. She is a qualified accountant, an associate member of CIMA. Kate is also a trustee of the Bethlem Gallery.



Charles Allen is former 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 commercial marketing roles, from 2010 - 2020, as Head of Marketing with Arsenal FC and formerly with Pepsico, Diageo and Coca-Cola & Schweppes Beverages, Charles brings considerable expertise in consumer engagement, branding and digital marketing to the Drinkaware Board. Charles is a committed advocate for the rights of young people, social inequality and on mental health issues.



Paul Wells is a Director and Chairman at Charles Wells Ltd, the Bedford-based independent pub and brewing business. He joined the family-run company in the 1980s 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 is a Director of the Independent Family Brewers of Britain. He is currently a Warden of the Worshipful Company of Brewers in the City and non-executive chairman of Muntons Plc.



Neil Williams is Chief Digital Officer, Croydon Council, where he leads digital transformation, ICT and smart cities innovation. Formerly - Head of GOV.UK, the Government Digital Service, Neil's extensive career spans agile production for user-centred services and is a mentor to the Drinkaware Digital team.



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



Dr Varuna Aluvihare has been the Consultant Transplant Hepatologist and Hepatology Transplant lead at one of the world's largest clinical-academic liver centres, The Institute of Liver Studies, Kings College Hospital since 2006. His research focuses on liver regeneration, immune dysfunction and cancer biology. He was the recipient of Medical Research Council (MRC) Fellowships at the world-renowned MRC Laboratory of Molecular Biology at the University of Cambridge and has a body of academic publications to his name. He regularly appears on national and local media discussing public health issues relating to liver disease.



Marc Dench is former Chief Financial Officer at the premium lifestyle clothing, homeware and accessories brand, Joules Group plc, since 2015; Marc will shortly be taking up a new role at Health Hero, a private-equity backed digital health sector company.

Marc was formerly Chief Financial Officer of Walgreen Boots Alliance's International Retail & Global Consumer Brands division and held several senior financial and corporate development positions at Alliance Boots, Homeserve, Experian and Freeserve plc. Marc is a chartered accountant and has an MBA from Sauder Business School.



Dr Colin Hunter OBE has recently retired from practice in Skene, Aberdeenshire, where he had been a GP for 33 years. He was a member of the Council of the Royal College of General Practitioners for 23 years and concluded six years as the Chair of Trustees of the College in November 2018. He is currently a Trustee for Leonard Cheshire Disability where he chairs the People Committee and a Governor of Robert Gordons University in Aberdeen. His past roles include the National Coordinator for Primary Care in NHS Education Scotland and the Chair of the Independent Quality and Outcomes Advisory Committee for the National Institute for Health and Clinical Excellence (NICE).



Dominic McNeill is Independent Non-Executive Director of Drinkaware Trading Ltd. He is Chief Commercial Officer of Symprove Ltd, a global food supplement manufacturer. Dominic was formerly Global Marketing Director for Nando's Grocery International Ltd and has worked in private equity, focusing on start-up businesses, and held senior marketing roles in Procter & Gamble, Eastern & Western Europe. He has also spent some time in Swaziland where he worked for the American NGO, Population Services International, delivering behavioural change campaigns and local interventions to help prevent the spread of HIV. In addition to his responsibilities on the trading company Board, Dominic is a co-opted member of Drinkaware's Marketing Advisory Group.



Role Profile

The Chair provides leadership to the Drinkaware Board with prime responsibility for ensuring it has appropriate priorities, structures and governance as well as a supportive and forward-looking culture. 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, ensuring its effectiveness; to demonstrate an ability to set the Board agenda and lead the other 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 and additional accountabilities as follows:

- 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 organisation promotes diversity and inclusion for all its stakeholders;
- Safeguard the reputation of Drinkaware, upholding the values of the charity by example;
- 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 effective 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.

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 in the UK and specifically an interest in data and new technologies and how they might be deployed to help tackle health inequalities and deliver behaviour change in the UK would be advantageous.
- Direct experience or a deep practical understanding of the risks and challenges facing SMEs or smaller charity 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.
- 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

This role requires 3-4 days per month. This includes:

- six half-day Board meetings per year, held in London (or virtually), 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)
- 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.

Remuneration

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

Length of appointment

All appointments are for an initial 3-year term [renewable up to three times].

Equality, Diversity & Inclusion

Drinkaware is fully committed to increasing the diversity of our board.

To this end, we welcome applications from candidates with different skills, life experiences and different backgrounds. We welcome applications from candidates from minoritised groups and those with lived experience of alcohol harm.

General Data Protection

<https://www.drinkaware.co.uk/privacy-policy/>

Future meeting dates

Upcoming Board meetings are scheduled for 14th September 2021, 16th November 2021 and 15th February 2022.

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 on 0203 971 0832.

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
- details of two people you have worked with at Board level previously who we could talk to at shortlist stage (with your permission).

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

Closing date is Monday 2nd August 2021.

Dates are being confirmed by the Drinkaware Panel and selection is likely to happen in late August and September. Please let us know if there are any dates during this period when you would not be available.



Appendix 1

Governance

The Drinkaware Trust is a charity registered in England (No. 1094586) and Scotland (No. SC043163) and our work is regulated by the Charity Commission. We are registered with the Fundraising Regulator and with the Information Commission's Office.

Board

The Drinkaware Board comprises up to 12 Trustees all of whom are appointed as independent trustees. Trustees may serve up to three consecutive terms of three years each. Trustees are 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 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.

All Trustees (and SLT) are required to re-confirm their personal Declaration of Interests on an annual basis and the Trustees' register of interest is published on our website. The Board meets six times per year and holds its Annual General Meeting. All trustees, including the Chair, undergo an annual performance appraisal. The Finance Director of Drinkaware is also the Company Secretary.

Board meetings are observed by representatives of the Department of Health and Social Care and Home Office.

Committees

Finance & HR Committee (FHRC)

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 matters and advises the Board on these matters. The Committee meets six times per year and has an additional meeting once a year jointly with the Risk & Audit Committee. 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. The Finance Director provides the secretariat to the FHRC.

Risk & Audit Committee (RAC)

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 Risk & Audit Committee appoints the external auditors of the Trust.

The Committee usually meets at least three times per year (with one joint meeting with the FHRC) and during the Covid-19 pandemic, has acted as our ongoing crisis committee. The Finance Director and CEO's office provide the secretariat to the RAC.

Research & Impact Committee (RIC)

RIC is chaired by Drinkaware trustee, Dr Timothy Walker and other trustees and the Chief Medical Advisor to Drinkaware may attend. Other members include academic partners from London Business School and commercial organisations in the field of behaviour change. The Committee supports our Translational Research Anchor, advises on external academic partnerships, and approves the annual research workplan, budget and Impact Report. The Committee meets three times per year. The Director, Evidence & Impact provides the secretariat to the RIC.

Marketing Advisory Group (MAG)

The MAG is an advisory group to the CEO and senior leadership team members across the marketing, digital and communications agenda and acts as a sounding board and critical friend to the Audience Reach and Influence and Digital Health Anchors. The Marketing and Communications Director provide the secretariat to the MAG.

Advisory Panel

The Medical Advisory Panel (MAP) is independent of Drinkaware and members, who are experts in their respective fields, are free to advise the organisation as they see fit to ensure that the information provided to the general public is based on medical evidence. MAP is chaired by Chief Medical Advisor to Drinkaware, Dr Fiona Sim OBE, and both the Chair and the CEO attend meetings. The Chief Medical Advisor also attends all Board meetings as an observer. MAP provides an annual report to the Board of Trustees which is published on the Drinkaware website.

The Marketing and Communications Director and CEO's office provide the secretariat to the MAP.

Drinkaware Trading Limited

Drinkaware Trading Limited (No. 11735195) is a wholly owned subsidiary of the charity the Drinkaware Trust. Its purpose is to complement the objects of the charity and to provide it with an appropriate return on its investment. Its principal activities are the management and use of the Drinkaware trademark; the sale of alcohol-related resources for use by healthcare and other professionals, and the sale of training products and services (such as Drinkaware at Work) designed to contribute to the reduction of harmful alcohol use. The company is chaired by trustee Penny Newman OBE.



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Starfish