



**@NPCthinks**

**#NPCtrusteeship**

# **HARNESSING RISK AND EMBRACING OPPORTUNITY**

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Kindly hosted by The Clothworkers' Company, London, 18 March 2019

# **Welcome by Chair**

**Iona Joy**

Head of Charities, NPC and Trustee,  
London Wildlife Trust



**Jonathan Orchard**  
Sayer Vincent



# Embracing risk

Jonathan Orchard  
18 March 2019



# Risk management

Why do we bother?

What *might* good look like?

How can we be better?





# Strategic risks – the Big 5

<b>Impact</b>	Are you making the desired impact in support of your beneficiaries and can you evidence it?
<b>Financial sustainability</b>	Are you managing the finances to ensure you continue to make an impact in the medium to long term?
<b>Compliance</b>	Are you meeting your regulatory, legal and donor compliance requirements and expectations?
<b>Reputation</b>	Are you able to respond effectively to any incident that could result in damage to your reputation?
<b>Specific to your charity</b>	Specific to the nature of the charity and may be a risk that is at the heart of what the charity stands for. For example, for a children's charity it might be child protection.

# Embracing risk



“Discipline  
makes  
daring  
possible”

Dr Atul Gawande,  
2014 Reith lectures





# Contact details

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# **Leigh Lewis**

## Drinkaware



# drinkaware

Risk and Opportunity  
New Philanthropy Capital 18 March 2019

Sir Leigh Lewis  
Chairman  
[@drinkaware](#)



Public Health  
England



Drink  
Free  
Days

**drinkaware**

**ONE  
YOU**

## Mission

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

## Focus

At-risk drinkers (risky career drinkers; risky coping and social drinkers)

Alcohol and health (alcohol moderation as part of healthier lifestyles and wellbeing)

## Strategy

- Use our resources to direct at-risk consumers to proven tools (brief interventions; personalised information; DrinkCompare; Drinkaware app)
- Embed alcohol moderation in interventions that are delivered at scale by others (SFA; PHE; employers)



Public Health  
England

- One You Campaign tackles all lifestyle behaviours, not just alcohol
- Reach with Healthcare Professionals
- Database of local services
- Drinkline – national drinking helpline
- Social marketing expertise

# drinkaware

- 10.5m unique visitors to the Drinkaware website
- 480,000 downloads of Drinkaware app
- Consumer trust/ brand awareness
- Consumer insight
- Social marketing expertise
- MoU with Government

## Radio / Digital ads



### Women

- Breast Cancer
- Weight



### Men

- Blood Pressure
- Weight



## Drinking most nights?

Tuesday  
Wednesday  
Thursday



## It soon adds up

Tuesday  
Wednesday  
Thursday  
Friday  
Saturday

## Healthcare settings



Public Health  
England

## DRINKING ALCOHOL MOST NIGHTS?

THE MORE **YOU** DRINK  
THE GREATER THE RISKS

TAKE MORE DRINK FREE DAYS  
TO REDUCE YOUR RISK

[www.DrinkFreeDays.co.uk/info](http://www.DrinkFreeDays.co.uk/info)

BECAUSE THERE'S ONLY  
**ONE YOU**

**drinkaware**

Use our **DrinkCompare** calculator to see how the calories in alcohol add up

See how at [www.drinkaware.co.uk](http://www.drinkaware.co.uk)



**ONE YOU**

COMPARE YOUR DRINKING TO THE REST OF THE UK.  
SEE THE DIFFERENCE DRINK FREE DAYS COULD MAKE.

START



Public Health  
England

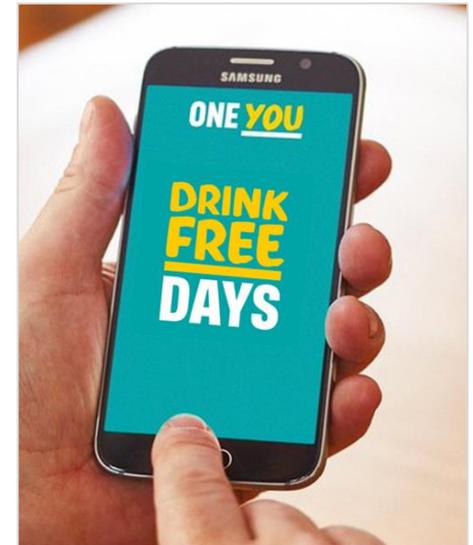
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**drinkaware**

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**DRINK-FREE DAYS?**

**NOW  
YOU  
CAN**



WITH  
**HEINEKEN 0.0**  
GREAT TASTE. NO ALCOHOL.

**Building a Healthier Whole Force.**



IN PARTNERSHIP WITH  
**drinkaware** 



## Men:

Amongst male at-risk drinkers in England:

- knowledge of heart health risks from alcohol increased from **36%** pre campaign to **43%** post
- knowledge of high blood pressure risk increased from **9% to 11%**.
- % of male at-risk drinkers who said they have taken measures to cut down their drinking increased from 68% (pre) to 71% (post)
- % saying they were 'actively changing their drinking right now' increased from **29% to 35%**.

## Women:

Amongst female at-risk drinkers in England:

- knowledge of cancer risks from alcohol increased from **30% to 34%**; and of obesity from **16% to 18%**.
- % of female at risk drinkers who said they have taken measures to cut down their drinking increased from **68%** (pre) to **80%** (post)
- % saying they were 'actively changing their drinking right now' increased from **34% to 39%**.

Source: YouGov. Pre/post survey 2,000+ people over 40, Dec 2018

Source: Google Analytics Campaign Period only 2017v 2018	Actuals		
	2017 totals	2018 totals	YAY Var (+/-)
Total UVs to Drinkaware site overall	1,878,873	2,337,855	+24%
Total UVs to Have a little less page (2017)/ Drinkfreedays.co.uk (2018)	117,147	433,145	+270%
Unique completions of the DrinkCompare tool	54,451	335,155	+516%
Total App downloads (2017 Drinkaware App only; 2018 DFD+ Drinkaware App).	26,726	56,011	+48%

Editorials

Public Health England's capture by the alcohol industry

BMJ 2018 ; 362 doi: <https://doi.org/10.1136/bmj.k3928> (Published 19 September 2018)

Cite this as: *BMJ* 2018;362:k3928

Feature

Public health experts split over

Opinion

Calling time on dumbering down

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Partnerships with the alcohol industry at the expense of public health

[Mark Petticrew](#) ✉ • [Martin McKee](#) • [Theresa M Marteau](#)

Published: September 22, 2018 • DOI: [https://doi.org/10.1016/S0140-6736\(18\)32320-1](https://doi.org/10.1016/S0140-6736(18)32320-1)



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https://www.bbc.co.uk/news/health-45502974

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Health

## Experts attack health agency's ties to drink industry

By Michael Buchanan  
BBC News

13 September 2018

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## THE SCOTSMAN

Drink abuse charity hits out at 'confusing' advice

The chief executive of Scotland's leading charity working to prevent alcohol harm has criticised a campaign that encourages people to have drink-free days.

**BBC RADIO 4**

# TODAY

theguardian

**Alcohol**

## PHE urged to rethink campaign linked to alcohol industry

Senior adviser to health body resigns after experts criticise Drink Free Days initiative

**Matthew Weaver**  
Thu 13 Sep 2018 08:49 BST

f t 43

This article is over 5 months old



Public Health England was accused of giving unwarranted credibility to the drinks industry. Photograph: Loic Menzies/AFP/Getty Images

https://www.theguardian.com/society/2018/sep/13/public-health-england-urged-to-end-6e-up-with-alcohol-industry#img-1

**Department of Health and Social Care**

**Public Health England: Drinkaware Trust**

[188254](#)

To ask the Secretary of State for Health and Social Care, pursuant to the Answer of 16 October to Question 176664 on Public Health England: **Drinkaware** Trust, for what reason it was decided that Public Health England would not consult its Alcohol Leadership Board before beginning a partnership with **Drinkaware**.

**Department of Health and Social Care**

**Public Health England: Drinkaware Trust**

[176666](#)

To ask the Secretary of State for Health and Social Care, with reference to the press release, Public Health England and **Drinkaware** launch Drink Free Days, published on 10 September 2018, for what reason the decision was taken by Public Health England not to state clearly that **Drinkaware** is funded by the alcohol industry.

Paul Williams MP (Lab).

Blog

## Public health matters

Organisations: [Public Health England](#)



### Why Public Health England is working with Drinkaware to reduce the harms of alcohol

Duncan Selbie, 10 September 2018 · Health and Wellbeing



#### Public health matters

The official blog of Public Health England, providing expert insight on the organisation's work and all aspects of public health. [More about this blog.](#)



# TODAY

THE LANCET

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CORRESPONDENCE | VOLUME 392, ISSUE 10157, P1517-1518, OCTOBER 27, 2018

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## Drinkaware: unequivocally committed to reducing alcohol harm

Sir Leigh Lewis ✉

Published: October 15, 2018 · DOI: [https://doi.org/10.1016/S0140-6736\(18\)32551-0](https://doi.org/10.1016/S0140-6736(18)32551-0)

PlumX Metrics

- Medical Advisory Panel
- Published our evidence base for the Drink Free Days message
- Continued cross-Government (and cross-party) support: DHSC, Home Office
- Stakeholder engagement (“Friday” emails)
- Expanded our Board to 13 trustees
- Commissioned an independent review of our website information
- Evaluated the reputational impact – overall neutral
- We will publish the results of our full campaign evaluation

**THE SPIRITS BUSINESS** SPIRITS MASTERS BRAND CHAMPIONS - JOBS SUBSCRIPTIONS

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## Drinkaware expands board of trustees

11th January, 2019 by Amy Hopkins

Alcohol awareness charity Drinkaware has appointed three new trustees and a non-executive director.



The new trustees are: Dr Varuna Aluviahre, consultant transplant hepatologist and hepatology transplant lead at the Institute of Liver Studies, Kings College Hospital; Marc Dench, chief financial officer at clothing, accessories and homeware firm Joules Group; and Dr Colin Hunter OBE, who has recently retired after working as a GP for 33 years and was previously chair of trustees at the Royal College of General Practitioners.

Dominic McNeill, global marketing director for Nando's Grocery, joins Drinkaware as an independent non-executive director of the charity's new trading subsidiary.

The new appointments bring the number of Drinkaware board members to 12.

- The consumer has been our ‘North Star’
- The importance of engaging with stakeholders across the public health / health spectrum
  - earlier engagement key.
  - opportunities for co-production.
- We can – and must – continue to be robust in our defence of partnership.
- We are confident in our ability to shift the debate – and are encouraged to have a stronger voice going forwards.



**Jonathan Bell**  
National AIDS Trust

Q&A

# ROUNDTABLE DISCUSSION