

*Independent review of
The Drinkaware Trust (2006–2012)*

Report appendices

17 April 2013

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1. Document review

Desk research

- Alcohol Learning Centre website www.alcohollearningcentre.org.uk
- Alcohol Research website www.alcoholresearchuk.org
- British Medical Association (2012), 'Calling Time on Booze Britain'
- Charity Commission Good Governance Code
www.charitycommission.gov.uk/Charity_requirements_guidance/Charity_governance/Good_governance/governancecode.aspx
- Curtis VA, Garbrah-Aidoo N, Scott B, *Masters of marketing: bringing private sector skills to public health partnerships*, American Journal of Public Health (2007); 97(4): 634-641
- Department of Health (2011), *Change4Life Three Year Social Marketing Strategy*
- Department of Health (2011), *Changing Behaviour, Improving Outcomes: A New Social Marketing Strategy for Public Health*
- Department of Health (2010), *Advertising tracking research for Alcohol Campaign 2009/10*
- Drinkwise website www.drinkwise.com.au
- Gamble Aware website www.gambleaware.co.uk
- Home Office (2012), *The Government's Alcohol Strategy*
- House of Commons, Health Committee 3rd report, Government's Alcohol Strategy, 10/7/12
- House of Lords debate 24/7/12, *Role of the Drinks Industry*
- International Center for Alcohol Policies website www.icap.org
- Local Alcohol Profiles for England (2012), www.lape.org.uk
- Moss AC, Dyer KR, Albery IP, Frings D, Inkelaar T, Harding T, Speller A (2012), *Counterintuitive effects of responsible drinking public health messages: An evaluation of the UK Drinkaware 'Why Let the Good Times Go Bad?' campaign*
- Murphy S, Moore G, Williams A, Moore L (2012), *An exploratory cluster randomised trial of a university halls of residence based social norms intervention in Wales UK*
- NHS Information Centre for Health & Social Care (2012), *Smoking, Drinking & Drug Use Among Young People in England in 2011*
- Northern Ireland Department of Health, Social Services & Public Safety (2011), *New Strategic Direction for Alcohol & Drugs: A Framework for Reducing Alcohol & Drug Related Harm in Northern Ireland*
- Office for National Statistics (2012), *General Lifestyle Survey Overview: A Report on the 2010 General Lifestyle Survey*
- Public Health Responsibility Deal: Drinkaware delivery plans A2 & A3
- Public Health Responsibility Deal: quantitative measures for annual updates – alcohol pledges
- Scottish Government (2009), *Changing Scotland's Relationship with Alcohol: A Framework for Action*
- Scottish Parliament (2011), *Alcohol Minimum Pricing Bill*

- Welsh Assembly Government (2008), *Working Together to Reduce Harm: the Substance Misuse Strategy for Wales 2008-2018*

Invitation to contribute

The following organisations responded to the invitation to contribute to the review:

- Addaction
- Alcohol Concern
- Alcohol Focus Scotland
- Alcohol Health Alliance UK
- Balance, The North East Alcohol Office
- Buckinghamshire New University
- Department of Health
- Diageo
- Heineken
- Responsible Alcohol Marketing, LLC
- Scottish Health Action on Alcohol Problems
- South Somerset District Council
- SPAR (UK) Ltd
- Staffordshire County Council
- The Alcohol Education Trust
- The C&C Group
- The Scotch Whisky Association
- The Wine and Spirit Trade Association

London South Bank University study

London South Bank University

Counterintuitive effects of responsible drinking public health messages An evaluation of the UK Drinkaware ‘Why Let the Good Times Go Bad?’ campaign

Institute of Psychiatry
at The Maudsley Hospital
KING'S College LONDON

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Background

Public health campaigns which aim to educate individuals regarding the potential harms of alcohol and how to drink in a responsible manner are one of the first lines of defence against alcohol-related harms. However, no research to date has explored whether such changes in knowledge, belief or intention actually achieve their aim of making prospective drinking behaviour ‘more responsible’. In a series of studies, utilising a simulated bar environment, we explored the effects of context and RDM media materials on young drinkers’ alcohol intake. The materials used were taken from a current national campaign in the UK, funded by the Drinkaware Trust. From 2011 onwards, this campaign is the only nationwide mass media campaign in the UK aiming to reduce alcohol-related harm amongst young people.

Method

Participants: Undergraduate students were recruited from a London University campus (Study 1: N = 35, M_{age} = 23.2, SD = 3.5, all female; Study 2: N = 80, M_{age} = 21.4, SD = 1.5, 30 male, 50 female)

Setting: Studies took part in a purpose-built simulated bar environment, with a separate lab room used in study 1 to allow for a comparison of the effects of environment on alcohol consumption.

Measures: The dependent variable in the study was volume of alcohol consumed during a Taste Preference Task (TPT). This involved participants tasting a range of different beverages (e.g. beer, wine) and then rating each according to a number of features. Participants were not aware that the true objective of the study was to determine the total volume of alcohol consumed during the study.

In study 2, half of the participants were also asked to read some brief information on the Drinkaware Trust website, which supplements the poster campaign. This allowed us to examine the effects of both elements of the Drinkaware Trust responsible drinking campaign.

Procedure: In both studies participants were invited to take part in a research project evaluating taste preference for various products, including beer and wine. On arrival to the laboratory, participants were randomly allocated to one of the study four conditions (Study 1: Bar & Posters; Bar & No Posters; Lab & Posters; Lab & No Posters. Study 2: Posters & Online Advice; Posters & No Advice; No Posters & Online Advice; No Posters & No Advice). All participants were asked to complete the TPT, and a funnelled debriefing protocol was utilised at the end of each study to determine whether participants were aware of the study’s true aim (i.e. to monitor volume of alcohol intake). Any participants who had realised the true aims would have been excluded from further analysis, though none were.

Figure 1: Effects of context and posters on alcohol consumption

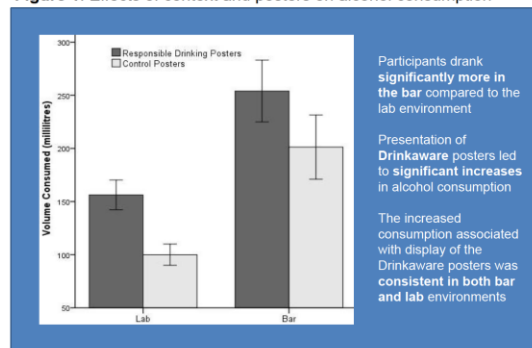
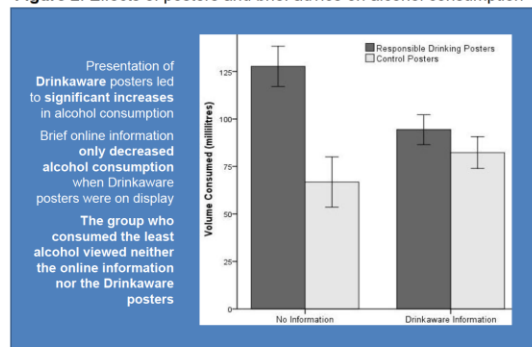


Figure 2: Effects of posters and brief advice on alcohol consumption



Findings

Study 1 (see Figure 1)

A significant effect of context was found [$F(1, 31) = 18.3, p < .001, 95\% \text{ CI} = 52.1 \text{ to } 146.9\text{ml}$], with participants drinking more in the bar than the lab.

A significant effect of the Drinkaware Trust posters was also found [$F(1, 31) = 5.5, p < .05, 95\% \text{ CI} = 7.09 \text{ to } 101.91\text{ml}$], with participants drinking more when the Drinkaware posters were on display.

There was no significant interaction between context and the Drinkaware posters [$F(1,31)=0.006, p > .05$], suggesting each factor independently influenced drinking.

Study 2 (See Figure 2)

A significant effect of the Drinkaware Trust posters was found [$F(1, 76) = 12.7, p < .001, 95\% \text{ CI} = 16.1 \text{ to } 56.9\text{ml}$], replicating the findings in Study 1 that the Drinkaware posters led to increased consumption.

Presentation of brief online information had no significant effect on drinking [$F(1, 76) = 0.76, p > .05, 95\% \text{ CI} = -11.5 \text{ to } 29.3\text{ml}$].

A significant Drinkaware poster x Online information interaction was identified [$F(1, 76) = 5.67, p < .02$]. Exploration of this interaction using simple effects analysis demonstrated that there were no significant increases in drinking when both the Drinkaware posters and brief online advice were presented, but the presentation of online information alone did not decrease alcohol intake.

Implications

Our present analyses indicate that alcohol consumption is increased when participants are exposed to media promoting responsible drinking in simulated drinking environments. Providing participants with online information on responsible drinking prior to drinking has no significant effect on drinking. Results from Study 2 show that while the effect of the overall Drinkaware campaign (i.e. when posters and online information were presented) was not negative, the participants who drank the least throughout these studies were those who were presented with no responsible drinking advice.

Our research suggests that more needs to be done to evaluate the potential negative consequences of such public health campaigns, and provides a novel methodology for doing so in a quick and cost effective manner. While the present work is obviously limited to the extent that the research was not conducted in the field, the findings are nonetheless compelling enough to suggest that larger scale evaluations of the current Drinkaware campaign are necessary, to ensure that harm is not being increased by it.

Drinkaware documents

The following documents were provided by Drinkaware in response to specific questions asked by 23red.

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received		
1. Are the lists of activities / campaigns / projects funded on the Drinkaware website comprehensive?					Question 1 - Activity on website		
2. How does the relationship between Drinkaware and Department of Health, DfT Home Office and DfE campaigns work. How does the relationships with other NGO campaigns work?					N/A		
3. Are the 'Excuses' and 'Parents' campaigns also on-going?					Question 3 - adult and parent campaigns 2013		
4. How does Drinkaware coordinate with alcohol policies of the devolved administrations?					Devolved administration agenda july 2010		
					Devolved administration minutes july 2010		
					Question 4 - devolved administration		
5. Can we have the further details on the range of stakeholders? How many stakeholders are there on the database? How are stakeholder relationships managed?					Stakeholder list		
6. For each Drinkaware campaign, can we see? a. Behaviour change model b. Consumer insight research which informed the audience identification and campaign strategy c. Campaign creative d. Campaign strategy documentation e. Campaign media schedules and media buying reviews f. Campaign evaluations	Overview of Campaigns Info				Question 6 - Overview of Drinkaware campaigns		
					AUDIT 2012 - ADULTS INFORMATION		
					AUDIT 2012 WLTGTGB INFORMATION		
					AUDIT 2012 PARENTS INFORMATION UPDATED		
					2013 Campaign planning		
	Adults	Hoof it' 2010		Creative		Target audience customer journeys	
						Campaign logo	4 x logos
						Campaign materials	South Africa - 4 x campaign materials
							UK - 12 x campaign materials
						Hoof it game	2 x campaign materials
						Hoof it tour videos	15 x campaign materials
						Press coverage	Daily Star 2nd June 2010
							Daily Star online 02 06 10
							Metro 2nd June 2010
							National release draft - Gareth Southgate
							Trade release draft
						Screen grabs	6 x screen grabs
						Website and hero copy	Archive - Hoof_it website unique code and driver headlines V5
							Alcohol and the beautiful game final
							Bust a gut
Final facts							
FINAL Hoof it Campaign Copy for partners FINAL							
FINAL Hoof it Campaign Copy V10							
Hoof it campaign facts v4							
Kickabout final							
Moobs							
Pies							
Scott							
SIGNED OFF DA hoof it interface designs Cv5							
Tackle							

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received	
					Units	
			Evaluation		Hoof it agency evaluation	
					Hoof it campaign evaluation	
					Hoof it campaign summary and evaluation	
			Insight		Hazardous Drinkers 25-44 updated presentation	
			Media schedule		Filming and video schedule	
			Strategy and brief		Autumn and World Cup football campaign	
					Drinkaware update 16 Nov 09	
		Alcohol and redundancy 2009	Creative		Alcohol and redundancy leaflet	
			Evaluation		Alcohol and redundancy poster	
					5 x campaign jpgs	
			Insights		Alcohol and redundancy 1 pager	
			Stratey and brief		YouGov survey results for alcohol and redundancy	
					Alcohol and Redundancy Campaign plan	
					Spokesperson briefing alcohol and redundancy	
		Drink less be more 2010	Creative		2 x mp3s	
						2 x creative pdfs
			Evaluation			Drinkaware Resolutions campaign evaluation 150310
			Insight			Young adults and adults evaluation March 2010
			Media strategy			Hazardous Drinkers 25-44 updated presentation
			Strategy and brief		Resolutions Media Plan	
					Resolutions Brief	
					Resolutions Campaign proposal	
		Drink less miss less 2009	Creative		2 x creative movies	
						1 x poster
			Evaluation			Agency evaluation 4th August
						Drink Less Miss Less Campaign evaluation
			Insight			Drinkaware DLMLqual debrief Newcastle
					Drinkaware DLML qual debrief	
			Media schedule		Research for DLML campaign	
			Strategy		Media schedule for Drink Less Miss Less	
					Drink Less Miss Less Campaign plan	
					Drink Less Miss Less music brief	
		Excuses 2011-2012	Creative		4 x campaign materials	
						Adult campaigns case study final 2011
			Evaluation			Adult excuses evaluation 2012
						Drinkaware Logic model Adults 25-44
						MyDrinkaware and Excuses JulyAugust evaluation
						MyDrinkaware Excuses evaluation 031011
						Adults full summary insights
			Insight			Excuses January 2012 PR survey
						Excuses vision critical PR survey
						PR survey results ICM May 2012
					Target audience customer journeys adults	
			Media strategy		Adult 'excuses' 2012 media schedule	
					December CPA dashboard	
					Final media plan 2011	
		Social media	Creative		2 x campaign materials	
			Evaluation		3 x social ecosystems monthly reports	
					5 x social insights monthly reports	

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received		
			Insight		Social report October 2012		
					Drinkaware Adult insight report 25-44 FULL		
					Adults Social Content Strategy 16 Aug		
				Strategy and brief		Social brief adults	
						Summary doc insights and strategy Drinkaware	
				Strategy and briefs		2011 Channel strategy 'Excuses' campaign	
					Adult brief 2011		
					Adult strategy		
					Adults 2012 plans		
					Adults CRM brief		
					Client Brief adults 2012		
			January mailing 2011	Evaluation		Drinkaware units calculator DM campaign evaluation	
					January direct mail campaign evaluation		
		Insight			Hazardous Drinkers 25-44 updated presentation		
					Direct Mail door drop schedule		
		Media strategy		Adult strategy			
		lbs and pence 2011	Creative		2 x banners		
					MyDrinkaware and Excuses JulyAugust evaluation		
			Evaluation		Approach to MyDrinkaware launch 04Apr		
				5 x campaign materials			
		What's Britain drinking this Christmas 2009	Creative		Adults Christmas 2009 Campaign Evaluation		
					Christmas campaign evaluation		
			Insights		Christmas campaign ICM omnibus research		
				Copy of What's Britain drinking this Xmas media plan			
	Media plans			Christmas campaign brief			
			xmas screen proposal				
	Parents and YP	Guardian 2009-10	Creative	Articles		ARTICLES - Final article 22nd May	
						Final Guardian article 24th April feature	
						Final newspaper article	
						Final article 22nd May	
						DrinkawareAdFeb2010	
			Strategy	Event		Final ad to advertise 24th April feature	
						Drinkaware Trust - Attitude's to alcohol - parents proposal 9th December	
						Attendee list with questions	
						Final letter re event for Dawn Primarolo	
						Guardian attendee list with questions	
		Have fun be careful	Creative				Letter re thanks for participation
							link to video of event
							Panel biogs
							Final drinkaware synopsis
							Brook December poster final
	Evaluation				Brook January poster final		
					Final oyster top up card		
					Oyster wallet with white border		
	Strategy				Have fun be careful campaign summary		
					Final brief for Christmas campaign 09		

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received			
		Newquay 2010	Creative		Guardian ad and feature			
					Overview of all collateral			
					Posters and cards			
			Evaluation		Board update - The Guardian Newquay campaign summary and evaluation			
					Drinkaware report of Newquay safe activity			
					Independent PSB Newquay evaluation			
					Newquay safe awards			
					10.04.06 Newquay safe Communications Plan V4			
					Final agency brief for summer youth campaign			
		Parents strategy		DRINKAWARE PARENTS STRATEGY 2010				
				Drinkaware Trust youth strategy 2009-2013				
				Summary of 2009 youth campaigns				
				Summary of 2010 youth campaigns				
				Summary of Drinkaware youth strategy				
		Ultimate Day 2009	Creative		Email banner ultimate day			
					Final a5 flyer ultimate day			
					Ideas screen grab pg updated			
			Evaluation		Ultimate day video storyboard			
					Campaign summary ultimate day with winner photo slide			
					Ultimate day 2009			
		Your kids and alcohol	2011	Creative		Final ultimate day brief		
						Evaluation		Creative
								All agency campaign evaluation 2011
				Insight		Campaign evaluation DA Board paper		
						The Nursery parents campaign evaluation		
				Media plans		COI Alcohol insight highlights		
						Drinkaware parents 2011 Schedule		
			Drinkaware parents report (dashboard)					
			Strategy		DRINKAWARE PARENTS STRATEGY 2010			
					Parents audience brief to Ogilvy			
					Parents campaign plan			
					Parents creative brief			
					Digital advertising and interactive video			
2012	Creative			Drinkaware Behavioural Change Creative development debrief - FINAL				
				Evaluation Campaign parents final				
	Media plans and schedule		2012 Parents Digital Media Plan v11					
			2012 - Media Schedule					
			Drinkaware Parents report (dashboard)					
	Strategy		Drinkaware 2012 planning all audiences					
			Drinkaware client brief Parents					
2013	Strategy		Parents fusion slide					
			Drinkaware clientbrief parents FINAL 2013 to agencies					
			Parents 2013 Strategy					
Social reports			Post Nursery consumer testing parents fusion slide					
			Strategic plans presentation					
					Drinkaware - Parents - social Insights report NOVEMBER 2012			
					Drinkaware - Parents - Social Insights report OCTOBER 2012			

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received	
					Drinkaware - Parents - Social Insights report SEPTEMBER 2012 final	
	WLG TGB	2009	Briefs		p10 interactive element_draft 2	
			Consumer insight		6. Changing attitudes to alcohol	
					Diageo IRR shame research	
			Creatives		Baguette, Magic Taxi Driver and Coke	
			Digital		Angel Demon	
			Media buy		Streettalker locations	
			PR		Project 10 PR plan	
			Strategy and briefs		Campaign briefing	
					PR plan	
			Testing and evaluation		2009 creative testing (AMV & Firefish)	
				2009 report		
				CAMPAIGN DIGITAL PERFORMANCE		
				Firefish qual debrief 2009		
				Millward Brown debrief		
				Play your cards right Facebook activity WLG TGB		
				Why let the good times go bad report final		
			2010	Briefs		Comms brief AMV
					Qual research brief (pre)	
					Quant research brief (post)	
		Consumer insight			Drinking habits 18-24 Millward BrownP	
					Iris Segmentation 18-24	
					Media consumption research - appendix	
		Creatives			19 x creative images	
		Digital			Good Times, Great Mates on facebook - creative	
					WLG TGB digital results Oct 10	
		Evaluation			2010 Annual report	
				2010 Cosine Campaign Summary report		
				Millward Brown Full report with follow ups		
				Pre Campaign Focus Groups Debrief Firefish		
				Summary Evaluation		
				WLG TGB Board Report Nov 2010		
		Media buy info		Drink Aware Campaign Review		
			Drinkaware Booking Confirmation			
			JC Deaux 2009 vs 2010 summary			
	Strategy		Overall campaign strategy - 3 campaigns			
			September plans			
			WLG TGB strategy 2805			
	Why waste your weekend being wasted		Summary and evaluation			
		2011-12	Behaviour change		Behaviour Change Model (Ogilvy 2011)	
				Fusion 18-24 (2012)		
	Briefs		2011		18-24s Social - client brief (2011)	
					Client tast brief on & off trade (2011)	
					Drinkaware pitch brief final 151210 (2011)	
					NUS research brief (2011)	
					Ogilvy social media response (2011)	
					Revised social content plan - Ogilvy response (2011)	
					WLG TGB 2011 Agency brief	
					Ogilvy briefing for 2012	
		2012				

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received		
			Consumer insight		Campaign development Firefish 18102012 Content strategy insight presentation (2012) PSB consumer messaging research (2011)		
			Creatives	2012	5 x poster jpgs All campaign creatives 2012		
					7 x poster jpgs All artwork All poster types drinkaware Katy Perry parody Katy Perry screengrabs		
				Digital	Mobile app (2011)	Activating the good times App Final Drinkaware app proposal for 2012 Final 30.11.11 Mobile app strategy 6 x photos 1 x iphone 4 jpeg	
							Scope of work for mobile app update 2012 Social - client brief (2012) Social strategy July 12
					Media plan and dashboard	2011	Final 2011 Dashboard Final media plan
						2012	Dashboard (not final - to 15th Dec0 Final media plan 21.12
			Strategy		Oglivy response Young Adults Strategy for 2011		
			Testing and evaluation	2011	Cosine - 2011 Cosine Campaign Summary Report Cosine - 2011 report Cosine - Drinkaware 2011 Campaign summary 20111005 2011 annual report (Drinkaware) Millward Brown final presentation NUS research - final report wltgtgb Evaluation process		
						2012	Addition to Millward Brown (Drinkaware)(2012) Millward Brown evaluation 2012 final
		2013					Young Adults Strategy 2012 FINAL
		Handover from project 10					CFSD pres - Richard Evans Transfer agreement for handover from CFSD to drinkaware
7. Is there any existing available data on brand awareness and equity (e.g. brand tracking)?					11-040137-01 Appendix D 2012 KPI report - FINAL - 040113 Draft new template dashboard report 040113 INTERNAL CLIENT USE ONLY Drinkaware presentation 8th Feb 2012 KPI slides 170113 - FINAL - Brand awareness Question 7 - Brand awareness		
8. Can we see the web stats? Profile of users, interaction with content, registered vs. active users of tools? Results from the existing user survey on the website? Can we see social media stats for facebook, Twitter etc					Annual data 2008-2012 Question 8 - 2006-2009 Question 8 - Drinkaware website and tool performanc overview FINAL		
9. Can we see a list of all research conducted to date?					Question 9 - List of research (NB in Q8 drop box)		
10. Is a transcript / report of the January 2012 annual conference					Question 10 - Drinkaware Annual Conference		

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received		
available?	2011				Evaluation report		
					Presentations - ALL		
	2012				Annual Conference 2012 Debate Henry Ashworth		
					Annual Conference 2012 Debate Prof Gilmore		
					Annual Conference 2012 Drinkaware update		
					Annual Conference 2012 Irwin Turbitt		
11. We have now seen an extract of the Deloitte's audit report. What action has been taken as a result of the report? Can we see the report? Can we see a list of those individuals interviewed a copy of the discussion guide and also the transcripts? Can we see a list of other documents that were drawn upon by Deloitte to prepare the review?					07 - Strategic Review		
					2009 Audit report		
					Question 11 - Deloitte report		
					Strategic review Appendices v4		
					Trustee meeting at Drinkaware office 010512		
12. Can we see the board papers, committee papers? Including those for the Medical Advisory Board	Board meetings	2007			Minutes and papers from seven board meetings		
		2008			Minutes and papers from seven board meetings		
		2009			Minutes and papers from three board meetings and four conference calls		
		2010			Minutes and papers from five board meetings		
		2011	05-Apr-11				00 Agenda April 2011
							00 Cover sheet
							03 Board Minutes 8 Feb 2011
							05 Vision 2020
							06 Education Strategy
							07 KPI review
						08 Responsibility Deal April Board paper	
						09a CEO update February 2011	
						09b CEO update March 2011	
						10a Feb Management accounts	
						10b Feb Management accounts narrative	
						10c Feb projected cash flow	
						10d Summary of 2010 Audit	
						11 Drinkaware 2010 Report and Accounts SENT TO TRUSTEES	
						11 Drinkaware 2010 Report and Accounts	
						Appendix A Parents panel ToR	
		06-Sep-11				03 Board Minutes 7 June	
						05 Vision Paper	
						06 Campaign Strategy Review	
						07 2012 Review and 2013-2020 business plan proposal	
						08 Unit guidelines	
						09 KPI measurement and evaluation	
					10 CEO update		
					11a Management accounts narrative final		
					11b July management accounts revised rounded final		
					11c cash flow & balance sheet at 31.07.2011		
				12 VAT review			
				13 November meeting and 2012 board dates			
				2011 09-00 Agenda			
				Appendix 1 item 7 PQQ for audit			
				Appendix 2 item 10 November workshop			
				Appendix 3 item 10 January conference			
				Appendix 4 item 12 VAT review August			

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received
					Appendix 5 item 11 Detailed I&E against budget
					Drinkaware Logic model Adults 25-44
					Drinkaware Logic model Young Adults 18-24
					Drinkaware Logic model Young people and parents
			07-Jun-11		00 Agenda June 2011
			07-Jun-11		03 Board minutes 5 April
			07-Jun-11		05 KPI review
			07-Jun-11		06 Campaign Board Paper
			07-Jun-11		07 CEO update
			07-Jun-11		08a Balance sheet
			07-Jun-11		08a Income and expenditure at 30.04.11
			07-Jun-11		08b Management accounts narrative
			08-Feb-11		00 Agenda February 2011
			08-Feb-11		03 Minutes 2 Nov 2010
			08-Feb-11		05 Presentation of Gill Valentine - Do as I say or Do as I do MC
			08-Feb-11		06 KPI board paper
			08-Feb-11		07 Strategy the future of Drinkaware
			08-Feb-11		09 Logo usage funding recommendations
			08-Feb-11		10 WLTGTGB Board paper
			08-Feb-11		11 CEO update
			08-Feb-11		12 Management accounts narrative
			08-Feb-11		12 Management accounts
			08-Feb-11		Appendix A updated KPI summary
			08-Feb-11		Appendix B drinkaware KPI report
			08-Feb-11		Appendix C WLTGTGB Drinkaware full report
			08-Feb-11		Appendix D Healthy Lives Healthy People White Paper - new doc
			08-Feb-11		Appendix E Behavioural insight
			08-Feb-11		Appendix F Nov 2nd Board meeting strategy workshop
			08-Feb-11		Appendix G initial findings interview questions
			08-Feb-11		Appendix H Landscape appendix
			08-Nov-11		03 Board Minutes September
			08-Nov-11		04 Board minutes 7 June
			08-Nov-11		06 A&R Consultant brief
			08-Nov-11		07 Steering Group Proposal
			08-Nov-11		08a 2012 budget paper
			08-Nov-11		08b 2012 budget paper
			08-Nov-11		09 2012-2013 strategic plan
			08-Nov-11		09 2020 presentation November board
			08-Nov-11		10 bribery act paper
			08-Nov-11		11 CEO update
			08-Nov-11		12a Management accounts narrative
			08-Nov-11		12b Cash flow & Balance sheet
			08-Nov-11		12c Income & expenditure
			08-Nov-11		12d Income due
			08-Nov-11		13 FAGPC minutes 4 October 2011
			08-Nov-11		2011 11 November Board agenda
		2012	03-Apr-12		00 2012 April board agenda
		2012	03-Apr-12		03 Board minutes 7 February
		2012	03-Apr-12		05 Stakeholder relations
		2012	03-Apr-12		06 April board audit and review status report draft
		2012	03-Apr-12		07 Board paper - Pay and benefits Review March 2012
		2012	03-Apr-12		08 April 2012 KPI Evaluation report
		2012	03-Apr-12		09a CEO update february 2012
		2012	03-Apr-12		09b CEO update March 2012
		2012	03-Apr-12		09c dashboard feb 12
		2012	03-Apr-12		10a Feb Management accounts narrative
		2012	03-Apr-12		10b february cash status & balance sheet
		2012	03-Apr-12		10c Feb income and expenditure
		2012	03-Apr-12		11 Drinkaware 2011 Report & Accounts v0.8

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received
					Appendix 1, item 5
					Appendix 2, item 5
					Appendix 3, item 5
					Appendix 4, item 5
					Appendix 5, item 5
					Appendix 6, item 6 - Drinkaware Review timeline
					Appendix 7, item 7 - Renumeration
					Appendix 8 Drinkaware report 18-24s
					Appendix 9 Drinkaware reprot 25-44
					Appendix 10 Drinkaware report parents and kids
					00 agenda
					00 Cover sheet
					03 Drinkaware Medical Advisory Panel report
					04 Board minutes 12 June
					08 public donations policy
					09 Approval levels
					10 Publications review
					11 Intuition Board paper
					12 2013 Campaign plans
					13 2012 forecast update and 2013 outline budget
					14 Licensing MyDrinkaware for use by Drinkwise
					15a 2020 business case covering note
					15c Intuition RD board paper
					2013 Campaign Planning presentation
					Appendix A 2012 forecast
					Appendix B 2013 outline budget
					Appendix C terms of reference
					00 Agenda A3
					00 agenda for Nov board meeting
					03a Board minutes 4 September
					03b Progress on actions from last board meeting
					03c FutureBoardAgendasnov12
					05a SMT update September 2012
					05b September dashboard
					06a Sept ManagementAccountsCommentary
					06b Sept cash status and balance sheet
					06c Sept Income and Expenditure
					07 FGPC minutes 10 October 2012
					08 Financial management policy
					09a 2013 Draft budget narrative
					09b 2013 Draft budget
					09c 2013 Draft budget analysis
					10 Agency review paper
					11 Intuition Board paper Nov
					12 Intellectual property
					13a Business case covering note Nov 2012
					13b Drinkaware review Nov 2012
					13c Drinkaware strategy and local initiatives
					13d Drinkaware strategy and workplace education
					15 Draft 2013 Dates for Board & FGCP Meetings
					Appendix 1, item 10 2012 Agency Search and Selection consultancy support
					Appendix 2, item 10 2012 Agency Search & Selection criteria
					Appendix 3 item 11 Intuition timeline
					Appendix 4, item 13 Deloitte external Campaign review
					Trustee Plans 6 Nov 12
					Trustee Terms Office 6nov12
					00 2012 February board agenda
					00 Cover sheet
					03 Board minutes 8 November

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received
					05 In kind support for Drinkaware
					06 Website behaviour change
					07 Audit and review status report
					08 KPI evaluation report
					09 Campaign evaluation
					09 Campaign evaluation
					10a CEO update Dec 2011
					10b Feb 2012 CEO update
					12a Management accounts narrative
					12b Cash flow & Balance sheet
					12c Income & expenditure
					12d Income due
					12e Dec 2011 Management accounts narrative
					12f Dec 2011 Cash flow & balance sheet
					12g Dec 2011 Income and expenditure
					Appendix A Media values
					Appendix B Brand matrix
					Appendix C KPI summary
					Appendix D 2011 KPI research methodology
					Appendix E New Online Methodology
					Appendix F Dec 2011 Asda contact
					STIRLINGFINALREPORT
					00 Cover sheet
					00 June agenda Final
					03 Board minutes 3 April
					05 CEO report April 2012
					06a April Management Accounts narrative
					06b April Cash status & Balance shet
					06c April Income and expenditure
					06d Dashboard_230512
					07 - Strategic Review
					07 - Strategic Review
					2020 Drinkaware Strategic and Operational Review - qA
					2020 Review Cmpaign optionsv2
					AGM 2011 Minutes - Shortcut
					AGM 2011 Minutes - Shortcut
					AGM - Letter of representation - shortcut
					AGM - Letter of representation - shortcut
					AGM Drinkaware 2011 Report & Accounts_v0.11 - Shortcut
					AGM Drinkaware 2011 Report & Accounts_v0.11 -
					Appendices v4
					Copy of 05 CEO report April 2012
					Copy of 06c April Income and expenditure
					Drinkaware Trustee Presentation Slides - Draft v3

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received	
					Drinkaware Trustee Presentation Slides - Draft v3	
					Drinkaware Trustee Presentation Slides - FINAL	
					Drinkaware Trustee Presentation Slides - FINAL	
					In-kind	
	FGPC Committee	2007				Minutes and papers from two meetings
		2008				Minutes and papers from one meeting
		2011	04-Oct-11			00 Agenda October 2011
						02 FAGPC draft minutes 7 june 2011
						04 2012 draft budget
						07 BriberyActFC4sep11
						08 Investment policy
						09 Life assurance trust
						10 Registering for giftaid
						06 Management accounts August final
						Appendix A Item 4 budget
						Appendix B item 5 non statutory clearance letter
		Appendix D item 10 CHA1				
		Appendix F item 10 Fit and proper guidance				
		Appendix G item 10 Declaration				
		07-Jun-11				04 Terms of Reference FAC
						05 VAT Consultancy
	06 Management Accounts final 2					
	07 Update on the auditors key issues discussion document					
	08 OCSR registration DL comments					
	Agenda June 2011					
Appendix A - VAT tender doc						
Appendix B						
Appendix C						
Appendix D						
Appendix E - Template for headed PO with number						
FAC Minutes 7 June 2011						
FAGPC draft minutes 7 June 2011						
29-Mar-11				NO PAPERS ONLY MINUTES - FAC minutes		
				29 03 2011		
2012	12-Jun-12			FGPC 00 Agenda June 2012 12.6.12		
				FGPC 02 minutes 7 February 2011		
				FGPC 04a Key Issues Discussion Document		
				FGPC 04b Key Issues Discussion Document		
				FGPC 05a April Manaement Accounts narrative		
				FGPC 05b April Cash status & Balance sheet		
				FGPC 05c April Income and expenditure		
				FGPC 05d Dashboard		
				FGPC 06 Investment policy		
				FGPC 07 Risk register		
				FGPC 08 Replatforming of drinkaware		
				FGPC 09 External audit		
				FGPC 10 Approval Levels		
10-Oct-12				FCGP 04a August 2012 Management Accounts		
				FCGP 04b August Cash Status Balance sheet 10.10.12		
				FCGP 04C August Income and Expenditure		
				FGPC 00 Agenda October 2012		
				FGPC 02 minutes 12 June 2012		
				FGPC 05 Risk Register		
FGPC 06a 2013 Draft Budget						

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received
					FGPC 06b 2013 Draft Budget FGPC 06c 2013 Draft Budget Analysis FGPC 07 Financial management policy FGPC Appendix 4 Ogilvy contract FGPC Appendix 3 Summary of agency choices FGPC Appendix 2 Chemistry Meeting Evaluation FGPC Appendix 1 Drinkaware response FGPC AOB Investment policy update FGPC 06 February 2012 Marketing agency appointment FGPC 05 Contract review paper FGPC 04h Dec 2011 Asda contract FGPC 04g Dec Income and expenditure FGPC 04f Dec Cash status & Balance sheet FGPC 04e Dec Management Account narrative FGPC 04d Nov Income due FGPC 04c Nov Income and expenditure FGPC 04b Nov Cash flow & Balance sheet FGPC 04a Nov Management Accounts narrative FGPC 02 minutes 4 October 2011 FGPC 00 Cover sheet FGPC 00 Agenda February 2012 30.1.12
13. Can we see the 2010-12 business plan?					Question 13 - Drinkaware review summary and business plan 2010-2012
14. Can we see the P&L's for the time period of the review showing the ratios between income, staff costs and campaign spend etc.?					Question 14 – Statement of Financial Activity 2007-2011
15. What is the management structure that supports the new chief executive?					Organisation chart Nov 2012 Question 15
16. Can we see the job descriptions, CV's or biographies for all staff and details of the staff recruitment process and training and development policy?	Biographies - Employee record forms				Employee Record forms
	Job descriptions				Job descriptions
	Staff recruitment process				Recruitment procedure - overview of current practice
	Training and development policy				Performance aware - policy and guidance notes
					Policies and procedures - see page 24
				Staff handbook - see pages 4 to 6	
17. Is there a summary of the actions taken following previous reviews of Drinkaware?					Audit recommendations Board Paper 16.07.09 No 9 - Drinkaware Review Board Paper 3 Nov 09 Question 17 - Actions from previous review
					Question 18 - Drinkaware advisory panels Drinkaware Medical Advisory Panel board paper Sept 2012
	18. Can we have a list of the advisory panels established (as per June 2009 audit report p57)?	Meeting agendas and minutes	26-Oct-12		
20-Jan-12					MAP agenda - 20 Jan MAP minutes - 20 jan
18-Jan-13					MAP agenda - 18 Jan 2013
14-Jun-12					MAP Mins - 14 June

Questions	Folder	Sub folder	Sub folder 2	Sub folder 3	Documents received
					MAP agenda - 14 June
		11-Jan-10			Medical Advisory Panel Meeting Minutes
					Medical Advisory Panel Meeting Jan 2010
					Drinkaware Medical Advisory Panel directions
					Agenda Meeting Jan 11
		09-Nov-11			MAP minutes - 9 November
					MAP BB website
					MAP agenda - 9 November
					Days Off article
		09-Jun-11			Medical Panel meeting 9 June 2011
19. Can we see any policies or frameworks which outline Drinkaware's governance processes and procedures, in particular if they demonstrate					Question 19c FGPC 05 Risk Register
a. The legal duties of the board					13 Job description - chair
b. The board's responsibilities around stewardship of assets	A&B				14 Job description - treasurer
c. The ethical standards of the board					15 - job description - trustee
20. Can we see any evidence of how the board assures itself of:					B. FGPC 07 Financial management policy
a. The legal and regulatory requirements of the organisation					C. Risk register
b. Internal financial management and controls					D. Delegated authorities
c. Risk management					
d. Effective delegation to committees, staff and volunteers, using appropriate delegated authorities					
21. Can we see any evidence of how the board has communicated internally or externally regarding:					Drinkaware News November 2012
a. Systematic communication on the progress of specific projects to achieve the organisation's aims	Supporters bulletin				Supporters bulletin September 2012 preview
b. Changes to the organisation's services or policies					Supporters bulletin July 2012
c. Responding to the views of external stakeholders					Supporters bulletin May 2012
d. The handling of complaints					Annual review
e. Drinkaware's responsibilities to the wider community					

The following additional documents were provided by Drinkaware in response to further questions asked by 23red:

Area	Documents received
For the facts question	Brand guidelines development item 8
	For the facts question
	Item 8 Annex A Brand Guidelines Development Report Final
	Millward Brown Advertising Research Jan 2010
Feb 2013 board meeting papers	Item 0 Agenda for Feb Board Meeting 2013
	Item 3 Board minutes 6 November 2012
	Item 4 Matters arising Feb 2013]
	Item 6 CEO update and dashboard
	Item 7 (a) management accounts Commentary 25 1 13
	Item 8 Agency recruitment
	Item 9 Drinkaware Status update
	Item 10 Independence of Drinkaware
	Item 11 Moss research on WLG TGB
	Item 12 2013 Operating Plan template
	Trustees only Item 1 CEO objectives 2013 - Draft 2
In kind support	05 In kind support for Drinkaware
	2010 estimated media in-kind value
	Catton proposal evaluation May 2012 FINAL
	Catton proposal WLG TGB 2011 110802 Final
	Drinkaware in kind support overview
	Media Values Costs and Uplifts
	WLG TGB 2011 Executive Summary 120329
	WLG TGB 2011 Media Values Briefing note V3
	WLG TGB 2012 Commitment Schedule FRONT SHEET
	WLG TGB 2012 Executive summary 130131
	WLG TGB media value 2010 vs 2011
INTUITION	Logic Model V3
	NFER Application 2013
	OVERVIEW OF INTUITION
	Print version - Intuition final
	Process evaluation and feasibility study Final Report 0101
Media buy reviews	2011 channel strategy - Excuses campaign
	Drinkaware OOH proposal v7
	Parents 2012 2H opportunities
General	Drinkaware story 2006-2013
Stakeholder relations	Record of stakeholder bulletins
	Drinkaware 2012 stakeholders survey ANALYSIS
	Drinkaware 2011 stakeholders survey ANALYSIS
Drinkaware shop / resources	Data from general market
	10 publications review
	Survey Summary 02252013 onlineusers
	Online shop user findings
	Drinkaware resources orders

2. Stakeholder survey

Questionnaire and topline results

1: How well do you feel you know Drinkaware and its work?

- Know it very well – 31%
- Know it a fair amount – 55%
- Know it just a little – 14%
- Heard of it / know almost nothing about it – 1%
- Never heard of it – 0%
- No opinion – 0%

2: Overall, how favourable or unfavourable are you towards Drinkaware?

- Very favourable – 34%
- Mainly favourable – 47%
- Neither favourable nor unfavourable – 14%
- Mainly unfavourable – 4%
- Very unfavourable – 1%
- Don't know – 0%

3: Why do you say that? Please outline below

See tables

4: Compared to three years ago [the time of the 2009 Drinkaware review], would you say you are more or less favourable towards Drinkaware?

- More favourable – 45%
- About the same – 37%
- Less favourable – 3%
- Don't know – 15%

5: Why do you say that? Please outline below

See tables

6: What type of an organisation do you understand Drinkaware to be? Please tick all that apply. ROTATE

Government / a non-departmental public body	3%
A charity	62%
A social enterprise	5%
A lobbying group	15%
An industry group	23%
Other (please write in)	14%
Don't know	0%

7: Please indicate how much you agree or disagree with the following statements about Drinkaware. ROTATE

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
It is a well-run organisation	20%	35%	23%	2%	2%	19%
It spends its budget efficiently	9%	18%	22%	8%	3%	40%
It has sufficient funds to achieve its objectives	10%	21%	21%	8%	3%	36%
It has the right skills to achieve its objectives	12%	42%	23%	4%	1%	18%
It goes about its business 'in the right way'	20%	43%	21%	8%	1%	7%
It has a clear set of values	28%	44%	14%	3%	2%	8%
It has a good reputation	23%	46%	19%	8%	1%	3%
It has the right balance of trustees	11%	20%	25%	7%	3%	34%

8: To what extent does Drinkaware keep you informed about their activities?

I am kept very well informed – 24%

I am kept quite well informed – 54%

I am not kept very well informed – 20%

I am not kept at all well informed – 2%

9: a) In which of these ways, if any, have you learnt about or had contact with Drinkaware recently? Please select all that apply. ROTATE

b) And which would be your preferred means of keeping informed about Drinkaware? Please select up to three means of contact

	Had contact	Preferred contact
Bought or used Drinkaware products / resources e.g. factsheets, leaflets, unit measure cups etc.	31%	
Used campaign resources e.g. Why Let the Good Times Go Bad	33%	
Read a Drinkaware annual report or financial statement	17%	5%
Read or seen other Drinkaware reports / publications	47%	17%
Visited the Drinkaware website	72%	43%
Attended Drinkaware annual conference	39%	31%
Attended a stakeholder event	36%	26%
Personal meetings with staff at Drinkaware	52%	47%
Seen, heard or read positive comments about Drinkaware on the TV, radio or in the press	19%	
Seen, heard or read negative comments about Drinkaware on the TV, radio or in the press	8%	
Read or seen Drinkaware advertising	57%	
Read or seen Drinkaware featured in advertising from alcohol brands or retailers	56%	
Received Drinkaware mailings e.g. Drinkaware news bulletin	58%	66%
Through social media channels (such as blogs, social networking sites, twitter etc.)	19%	12%
Other	5%	4%
None of these	2%	1%

10: How could Drinkaware improve its communications with you? Please outline below

See tables

11: Please indicate how much you agree or disagree with these statements about Drinkaware. ROTATE

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
It communicates effectively with the public	11%	47%	24%	11%	3%	4%
It communicates effectively with its stakeholders	12%	48%	24%	12%	1%	7%
It does not have a high public profile	3%	25%	20%	44%	14%	1%
It is a respected organisation	19%	47%	14%	8%	2%	3%
It is an authoritative organisation	11%	42%	22%	8%	4%	5%
It is guided by an evidence base of what works	18%	40%	29%	11%	3%	11%
It does not target the right audiences	3%	15%	20%	34%	21%	6%
It implements effective marketing campaigns	16%	44%	25%	7%	3%	6%
It is independent of the drinks industry	19%	29%	14%	23%	13%	3%
It provides consumers with information	39%	49%	6%	3%	1%	2%
It does not change consumers' behaviour	6%	18%	23%	27%	14%	13%

12: Drinkaware has the following key objectives for the following groups. Please could you state how familiar you are with each objective?

Audience	KPI	Very familiar	Quite familiar	Not very familiar	Not at all familiar
11-17 year olds	Increase awareness of harmful effects of alcohol on young people	43%	37%	14%	6%
	Increase the average age of first supervised and unsupervised drink	40%	30%	19%	12%
Parents of 11-17 year olds	Increase awareness of harmful effects of alcohol on young people	41%	37%	14%	8%
	Increase the average age of first supervised and unsupervised drink	39%	28%	19%	14%
18-24 year olds	Change attitudes on drinking habits, getting drunk and associated behaviour	49%	35%	10%	6%
	Change behaviour on how often they drink to get drunk and encourage use of helpful habits, tips and tools	50%	33%	10%	7%
25-44 year old ABC1s	Increase awareness of measuring alcohol by units and safe guidelines	42%	38%	14%	7%
	Increase acceptance of guidelines and awareness of harmful effects	40%	36%	17%	8%

13: As far as you know, how successful is Drinkaware at achieving each of these objectives?

If you have any evidence that shows whether Drinkaware has achieved these objectives, please email drinkawarereview@23red.com (this email address can be found in the invitation to this survey)

Audience	KPI	Very successful	Quite successful	Not very successful	Not at all successful	Don't know
11-17 year olds	Increase awareness of harmful effects of alcohol on young people	7%	34%	14%	3%	42%
	Increase the average age of first supervised and unsupervised drink	5%	25%	17%	5%	48%
Parents of 11-17 year olds	Increase awareness of harmful effects of alcohol on young people	6%	35%	15%	2%	42%
	Increase the average age of first supervised and unsupervised drink	5%	24%	21%	3%	47%
18-24 year olds	Change attitudes on drinking habits, getting drunk and associated behaviour	3%	45%	15%	3%	34%
	Change behaviour on how often they drink to get drunk and encourage use of helpful habits, tips and tools	4%	36%	19%	5%	36%
25-44 year old ABC1s	Increase awareness of measuring alcohol by units and safe guidelines	5%	41%	11%	4%	39%
	Increase acceptance of guidelines and awareness of harmful effects	4%	35%	14%	5%	42%

14: Do you have any comments with regards to these groups, for example, are these the right people for Drinkaware to target? Which group should be a priority for Drinkaware? Are there any groups missing?

See tables

15: What (if any) are the key challenges facing Drinkaware? Please outline below

See tables

16: Based on your professional experience, what could Drinkaware do differently to make it more effective or efficient? Please outline below

See tables

Thank you for your time. If you would like to be sent a copy of the report please tick here.

Data tables

The full set of data tables are in a separate Excel document attached to this document.

The questions are displayed in the following tables:

Question	Table(s)
1	1
2	2
3	3
4	4
5	5
6	6
7	7-15
8	16
9	17-18
10	52
11	19-30
12	31-39
13	40-48
14	49
15	50
16	51

3. Depth interviews

Discussion guide—general

Introduction

Thank you for agreeing to take part in this interview.

To give you a bit of background, we have been appointed to conduct an independent review of Drinkaware’s activities and effectiveness. This will include a review of the original goals of Drinkaware and the extent to which it has delivered on them, as well as the organisation’s structure, governance and funding. The review’s findings will be used to inform the development of the 2012-2020 strategic and business plans by the Drinkaware board.

As part of the review process, we are interviewing a variety of Drinkaware’s key stakeholders, including you. These interviews will play an important role in the compilation of the review. Everything you say will remain strictly confidential – all feedback will be reported in aggregate and no comments will be attributed to individuals. We will be recording the interview in order to have a record of the discussion but transcripts of the interview will only be shared amongst the internal team and recordings will be destroyed on completion of the project.

Role and relationship with Drinkaware

First of all, I would be grateful if you would supply some background on:

- Your organisation
- Your own role within the organisation
- Your objectives and priorities

How does your work relate to Drinkaware? What is your working relationship with Drinkaware? How well do you feel you know the organisation? What dealings have you had with Drinkaware?

Impressions of Drinkaware

Thinking at a very general level, what are your overall views of Drinkaware as an organisation?

I’d now like to explore some specific areas in more detail, including Drinkaware’s objectives, target audiences and KPIs, campaign activity, organisational structure and funding, and governance. Do you have a particular area you would like to focus on?

Objectives [details below]

- How would you describe Drinkaware’s objectives? [provide detail if unknown]

- To what extent has Drinkaware been successful in meeting these objectives?
 - Increasing awareness
 - Improving attitudes
 - Effecting behaviour change
- Do you think that these are the right objectives for Drinkaware? What, if anything, is missing?
- To what extent does Drinkaware's leverage its brand awareness and equity to meet these objectives?

Target audiences and KPIs [details below]

- Can you tell me who Drinkaware's target audiences are? [list if unknown]
- Do you have any comments on the choice of these target audiences? How appropriate are they? Of the three target audiences, which (if any) should Drinkaware prioritise and why?
 - Young people and their parents
 - Young adults (18-24s)
 - Adults aged 25-44 Increasing risk drinkers (ABC1)
- Are they missing any audiences? What evidence is there to suggest any other audience would be more appropriate / have a greater impact on Drinkaware's objectives?
- Are you aware of the KPIs associated with the different audiences? [provide detail if unknown] How appropriate are these KPIs?
- Are you aware of any evidence that Drinkaware has met these KPIs?

Campaigns and activities

- Do you have any comments on Drinkaware's marketing campaigns or communications with the public, for example Why Let Good Times Go Bad? PROMPT: outdoor activity (posters etc.), website, mobile app, social media (twitter, facebook) etc.
- How well research, planned, executed and evaluated are these?
- Are you aware of any evidence regarding the success of Drinkaware's campaigns? PROMPT: impact on awareness, engagement, attitudes, behaviour change etc.
- Do you have any views on Drinkaware's campaign messages? PROMPT: Health harms, units, tips and hints, calories etc. How appropriate / accurate are these?
- [If appropriate] How robust is Drinkaware's approach to delivering behaviour change? What, if anything, could it do differently?
- [If appropriate] To what extent do Drinkaware's marketing activities complement those run by Government or other charities?
- How effective is Drinkaware's grant programme? How good a use of resource is this?

Organisational structure and funding

- Do you have any comments on the organisational structure of Drinkaware? How well run do you consider it to be? Has Drinkaware recruited the right people with the right skills?
- Drinkaware's funding is currently £5.2m per annum. To what extent do you feel that this is an adequate sum for it to carry out its missions, meet its objectives, and have a

- material impact on knowledge and attitudes?
- How efficiently is Drinkaware’s budget currently spent? What could be done differently?
 - To what extent is it helpful for all consumer-facing work by the alcohol industry around alcohol to be led by Drinkaware?
 - To what extent should Drinkaware continue to be funded solely by the alcohol industry?

Governance

- How would you rate Drinkaware’s corporate reputation?
- How appropriate is the current balance of trustees?
- How effective do you feel the role of the trustees has been? And how effective has the Board been at a) decision making and b) cascading information?
- Given the political, social and economic changes since 2009, does there need to be a new / revised Memorandum of Understanding going forward?
- What, if any, are the risks facing Drinkaware?
- Are you aware of the work of the advisory panels? To what extent do they supplement the knowledge of the trustees?
- Should there be any other advisory panels beyond the Medical Panel? If so, in which areas?
- [If appropriate] To what extent does the Medical Panel add value? Does it need to be strengthened?

Engagement with Drinkaware

- How well do you feel Drinkaware engages with you / your organisation?
- And how well does Drinkaware keep you informed of its activities / evidence of success?
- Are you aware of the 2009 audit of Drinkaware? If so, how well do you feel Drinkaware has responded to its recommendations?
- How do you think your /your organisation’s relationship with Drinkaware could be improved? PROMPT: quantity / quality of contact; information sharing

And finally

Do you have any further thoughts you would like to add about how Drinkaware could be made more effective?

What, if anything, would you like to see coming out of the final report?

Do you have any other comments?

Thank you for your time. Would you like to be sent a copy of the final report?

Discussion guide–trustees

Introduction

We have been appointed by the Independent Review Panel to conduct an independent review of Drinkaware’s activities and effectiveness. This will include a review of the original goals of Drinkaware and the extent to which it has delivered on them, as well as the organisation’s structure, governance and funding. The review’s findings will be used to inform the development of the 2012-2020 strategic and business plans by the Drinkaware board.

As part of the review process, we are interviewing a variety of Drinkaware’s key stakeholders, including you.

This interview will play an important role in the compilation of the final review and will help us to answer some key questions the panel have asked us in relation to governance.

Everything you say will remain strictly confidential. We will be recording the interview in order to have a record of the discussion but transcripts of the interview will only be shared amongst the internal team and recordings will be destroyed on completion of the project.

During the interview, we would like to seek your views on topics which we are discussing with all stakeholders such as objectives, targets, KPI’s and activity and explore some questions raised by the IPR around governance in more detail; specifically the degree to which the governance structure is sufficient in the current landscape, Drinkaware’s response to the 2009 review and the development of the board and role of trustees.

1. Role and overall impressions

Role and relationship with Drinkaware management and how this may have changed over time

Overall impressions of how the organisation has performed and views on corporate reputation

2. Objectives and activities

Objectives, audiences and KPI’s: How does the board work with the management on the strategic planning process to identify objectives, audiences and KPI’s and are they right?

How effectively is performance measured and achievement evidenced and reported? How and to what extent do they/should they complement the work of others or work in partnership with other organisations?

Campaigns and activities: How well researched, planned and executed are the campaigns. What progress has been made in respect of developing a social marketing or behaviour change model? How effective has the grant giving model been?

3. Governance and funding

Is the current governance and funding sufficient in the current context or are there changes still to be made?

What do they see as the major opportunities, challenges and risks facing Drinkaware?

What are implications for DA of the move of responsibility for public health from DoH to Public Health England?

How do they see DA fitting with Govt alcohol strategy / what role does it / should it play?

How do they feel DA is viewed by Alcohol industry / Health community?

The responsibility deal pledge commits signatories to maintaining level of funding for Drinkaware? What impact should this have on the MOU?

Apart from their own personal view how does the board (as a group) listen to/understand the views of the various stakeholders?

How appropriate is the current structure? How appropriate is the current balance of

trustees? Does the fact that the majority of the board – industry / health – outweigh the lay members views create any difficulties in reaching decisions – given that the two groups could be said to be on opposing sides (NB – note latest proposals are to rebalance board)? Why to date only 4 industry / health trustees when MoU sets out 5

How efficiently is the current budget spent? Is DA sufficiently funded to meet its objectives / what are barriers to increased funds? Are there alternative sources of funding?

What real value is ascribed to ‘Benefit in Kind’ activity (as opposed to notional £20m valuation?)(Note proposed changes to in kind funding)

Does the organisation have the right skills?

How effective is the Medical Advisory Panel?

How well has Drinkaware responded to the governance recommendations in 2009 audit?

The 2009 review called for DA to produce ‘a compelling case for investment...’ what was result of this?

2009 review also talked about setting up of a Marketing Forum to compliment the medical panel – was this done?

What steps have been taken to cover the whole of the UK (ref 2009 review)?

What steps were taken to improve observer attendance from Govt / has it improved (Re 2009 review)

Has the board developed and the role of the trustees been effective?

How are trustees recruited? How are they made aware of their duties, responsibilities and ethical standards of the board? How effective has the role of the trustee been? How effectively do the trustees work together (ref trustee only meetings)

What steps were taken to develop the board and to make the trustees more effective (para 14vii) (Note latest proposals to introduce trustee induction + training)?

Are there any desired skills sets missing at the board that you would in future seek to recruit against?

Has board attendance by trustees been consistent – and good (any regular absentees?)(Note proposals to give min attendance levels)?

How do the board safeguard the vision, values and reputation and communicate this?

How does the board communicate internally and externally both systematically on progress and responding to the views of external stakeholders? How does the board manage risk and complaints?

4. And finally

Do you have any further thoughts you would like to add about how Drinkaware could be made more effective? Do you have any other comments?

Discussion guide–staff

Introduction

Thank you for agreeing to take part in this interview.

To give you a bit of background, we have been appointed to conduct an independent review of Drinkaware’s activities and effectiveness. This will include a review of the original goals of Drinkaware and the extent to which it has delivered on them, as well as the organisation’s structure, governance and funding. The review’s findings will be used to inform the development of the 2012-2020 strategic and business plans by the Drinkaware board.

As part of the review process, we are interviewing a variety of Drinkaware’s key stakeholders, including yourself. These interviews will play an important role in the compilation of the review. Everything you say will remain strictly confidential – all feedback will be reported in aggregate and no comments will be attributed to individuals. We will be recording the interview in order to have a record of the discussion but transcripts of the interview will only be shared amongst the internal team and recordings will be destroyed on completion of the project.

Role at Drinkaware

First of all, I would be grateful if you would supply some background on:

- Your own role within Drinkaware
- Your objectives and priorities
- How long have you been at Drinkaware? How were you recruited? Where did you work before?
- How has your role changed during this time?
- How do you feel the organisation has changed during this time? What (if anything) is better / worse?

Impressions of Drinkaware

Thinking at a very general level, what are your overall views of Drinkaware as an organisation?

Objectives, audiences and KPI’s:

- How does the CEO work with the management team on the strategic planning process to identify objectives, audiences and KPI’s?
- Are they the right audiences and KPI’s?
- How effectively is performance vs objectives and KPI’s measured and achievement evidenced and reported?

Campaigns and activities

- Please tell me a bit about a typical Drinkaware marketing campaign. Please could you tell me the process you go through to plan, execute and evaluate campaigns?
- How successful have Drinkaware’s campaigns been? PROMPT: impact on awareness, engagement, attitudes, behaviour change etc.
- To what extent does Drinkaware’s work with Government or charities to try to complement their marketing campaigns?

For marketing contact only

- Is there an overarching marketing plan?
- How are the audiences identified?
- Is there a behaviour change model?
- How is the messaging arrived at?
- How is in kind value measured?

Organisational structure and management

- Do you have any comments on the organisational structure of Drinkaware?
- How well run do you consider it to be?
- Has Drinkaware recruited the right people with the right skills?
- Do you have a clear job description and set of objectives. Are you clear on roles, responsibilities and accountabilities in the organisation?
- How are you appraised?
- What training, if any, have you received since starting work at Drinkaware
- How well is information cascaded from the board to the SMT and then to the staff?

For finance only

- Do you have any comments on the financial management of Drinkaware?
- Given the level of funding is the balance between staff costs and campaign spend, grants and other areas correct?
- Has Drinkaware used its budget to best effect and delivered value for money?
- Is the procurement – especially media spend effective and does it represent value for money?
- Are there clear lines of delegation regarding such things as who can authorise purchases, financial authority limits etc?

Governance

- How would you rate Drinkaware’s corporate reputation?
- What, if any, are the risks facing Drinkaware?
- How useful is the Medical Advisory Panel to the work you do / Drinkaware does?
- Should there be any other advisory panels beyond the Medical Panel? If so, in which areas?

Engagement with Drinkaware

- How well do you feel Drinkaware engages with its stakeholders? PROMPT: industry vs non industry stakeholders?
- How do you think Drinkaware could improve its relationships with outside organisations? PROMPT: quantity / quality of contact; information sharing

And for stakeholder relationship contact only

- How does Drinkaware identify and prioritise stakeholders?
- How does Drinkaware manage stakeholders
- How does Drinkaware communicate with stakeholders?
- How does Drinkaware work with stakeholders on campaigns?
- What is the relative role of different groups of stakeholders?

And finally

Do you have any further thoughts you would like to add about how Drinkaware could be made more effective?

What, if anything, would you like to see coming out of the final report?

Do you have any other comments?

Thank you for your time.

4. CVs of peer review panel

Professor Rod Griffiths

Rod Griffiths was the Regional Director of Public Health for the West Midlands between 1992 and 2004. He was awarded a CBE in 2000. He was elected President of the Faculty of Public Health in 2004 and served till 2007. He chaired the National Commissioning Group from 2004 until 2009. Since his retirement he has done occasional consultancy work, written two novels, and is working on more.

Professor Emily Holmes

Emily is an Honorary Professor of Clinical Psychology, University of Oxford and Programme Leader at the MRC Cognition and Brain Sciences Unit in Cambridge and a Wellcome Trust Clinical Fellow. Her research bridges cognitive science with clinical psychology, and is interested in associated opportunities for treatment innovation. Emily received her degree in Experimental Psychology at the University of Oxford. She completed her NHS clinical psychological training at Royal Holloway University of London, and a PhD at the MRC CBU. At the Department of Psychiatry, University of Oxford she established the group "Experimental Psychopathology and Cognitive Therapies". She recently returned to Cambridge.

Professor Greg Maio

Greg is Professor of Social Psychology at Cardiff University. He has published widely on the topics of social values, attitudes, and behaviour. He is a past recipient of the British Psychological Spearman Medal, author of "The Psychology of Attitudes and Attitude Change (with G. Haddock, 2010), and recently served as Senior Associate Editor for Personality and Social Psychology Bulletin (2006–2008).

David Harker CBE

David has spent most of his career managing charities, including 13 years as chief executive of Citizens Advice, and is a leading expert on the governance and leadership of charities. He has just been appointed as a non-executive director of the newly created Financial Conduct Authority, and is on the boards of Ofgem and the Advertising Standards Authority. He is an associate at the think tank, Civil Exchange, which focuses on the relationship between voluntary organisations and Government, and is a volunteer at Southwark CAB.

5. 23red team

23red

23red is an independent integrated communications agency, with a specialism in strategic consultancy, stakeholder engagement and partnership marketing. The agency was rostered by the former COI for each of these disciplines. The public sector team are proficient in creating and executing effective, behaviour-changing social marketing campaigns across a range of public health and social issues and initiatives. The agency is highly experienced in the delivery of audits and strategies for charity, public sector and commercial clients.

23red are experts in devising and delivering social marketing strategies and campaigns which are effective in changing people's behaviour; notably the pioneering strategic and partnership-based work for Change4Life. This varied UK Government work has necessitated a thorough understanding of alcohol policy and delivery in England and the devolved administrations. On the industry side, as well as having previously worked with Drinkaware ('Why Let Good Times Go Bad' valuation 2009/10, and units point-of-sale campaign for Wine & Spirits Trade Association 2011), 23red is also responsible for award-winning work on Bacardi Limited's flagship corporate social responsibility campaign 'Champions Drink Responsibly'.

Team CVs

Jane Asscher

After graduating from Oxford with a BA in Politics, Philosophy & Economics, Jane began her career at Ogilvy & Mather, where she worked on a range of blue-chip international advertising accounts. In 1990, Jane moved from advertising to the direct and digital agency Tequila, becoming CEO in 1999.

Since setting up 23red in 2000, Jane has led branding, partnerships, and behaviour change campaigns for a number of Government Departments. She was an architect of the Change4Life governance framework, which brings together industry, NGOs, VCOs and Government at a national and local level to support people in changing their behaviour. She also helped develop the Department for Education's young people and alcohol stakeholder engagement strategy. Jane undertook a full audit for the charity Whizz-Kidz, including stakeholder depth interviews, workshops and desk research, and made recommendations on how the organisation should reposition itself in order to shift its fundraising platform from events to more sustainable sources such as individual giving and partnerships.

Jane sits on various industry panels and has published many articles and thought pieces on corporate social responsibility, communications strategy, partnership marketing and behaviour change. She is an associate member of the Royal Society of Medicine and a Yeoman of the Apothecaries.

Lauren Lukasiewicz

Lauren graduated in English and American Literature from Warwick University in 2001. That year she joined Freedom Media, a brand content company, where she compiled marketing and cultural research for a range of clients, including MasterCard and Pepsi. She also helped produce advertiser-funded TV content and coordinate a range of branded events.

Lauren has always been interested in “what makes people tick” and joined 23red in 2005 as a Research Manager. She works across our public sector accounts, and recent major projects have included those for Child Trust Fund, Change4Life, Foreign & Commonwealth Office and HMRC. She has access to a range of desk research tools, including Lexis Nexis and TGI, and is responsible for commissioning quantitative and qualitative research.

Alison Hardy

Alison is a Director of Headstrong Thinking Limited, an independent marketing consultancy that advises organisations about behaviour change relevant to the social good.

Alison trained as an advertising agency planner and spent 18 years in the industry, based in London and New York, devising communications strategies for products as diverse as chocolate, toothpaste, jewellery, whisky, insurance, champagne, credit cards and baby lotion. In 2006, she joined Dr Foster Intelligence, a joint venture between the NHS Information Centre for Health & Social Care and Dr Foster Limited, one of the UK’s leading health informatics companies. There, she set up a social marketing unit to devise programmes to change health-related behaviour and manage demand for NHS services. More recently she was embedded within the Department of Health communications directorate, where she drafted the three year social marketing strategy for childhood obesity prevention (resulting in the high-profile Change4Life brand) and co-wrote the Department’s overarching strategy for social marketing (*Changing Behaviours, Improving Outcomes*). Alison is consultant to a number of leading communications agencies including 23red, Freud Communications and M&C Saatchi.

Alison has a first class degree from the University of Oxford and is a fellow of the RSA. She has contributed to publications including *The Social Marketing Casebook* (Sage, 2011).

John Mayhead

John has an extensive background in marketing and general management, having worked for Cadbury Schweppes prior to joining Argos where he became Marketing Director and a divisional chief executive. Appointed in August 2009, he is a non-executive director of the Advertising Standards Authority, the body which has the responsibility for the regulation of all advertising. He is on the ASA Council which adjudicates on individual complaints, including of course those about alcohol advertising. On behalf of the Cabinet Office he has chaired the Government Strategic Marketing Advisory Board which was responsible for the oversight of all Government social marketing activity. After he took early retirement from Argos, John has undertaken a number of non-executive roles and for ten years was Chairman of the Audit Bureau of Circulations, the industry body responsible for measuring newspaper and magazine circulations as well as internet site traffic. Since 1999 he has been a

non-exec at the Department for Transport and is currently the independent chairman of a cross-Government and industry aviation committee. John has been Chairman of The Marketing Society and a member of the Incorporated Society of British Advertisers (ISBA) Executive Committee.

He was awarded a CBE in the 2005 Queen's birthday honours list for services to Government.

Amy Pratt

Amy has a degree in history from the University of Oxford, and a masters in gender, politics & society. She has spent 11 years in integrated communications agencies including 23red and iris, specialising in social marketing strategy and campaign delivery. Her work has included Department of Health (5 A DAY, Change4Life), Food Standards Agency (traffic light labelling, food hygiene ratings), Network Rail (youth and adult safety education) and Foreign & Commonwealth Office (youth travel safety). Other clients have included food and drink brands such as Coca-Cola and General Mills, and the charity Whizz-Kidz. Whilst acting as a part-time consultant and senior project director at 23red, Amy is currently training as an NHS dietitian at King's College London, with a specialist interest in public health nutrition and health promotion.

Lucy Brady

Lucy has ten years of social marketing and research experience gained across a range of private, public and third sector clients both in the UK and abroad.

She looked after research and evaluation for Change4Life for two years, commissioning agencies for creative development research, brand tracking and behaviour change evaluation. She has worked at a number of leading research agencies, including Opinion Leader where she specialised in the health sector, and TNS Australia where she worked in the Specialist Qualitative Unit. She currently consults for a number of communications and research agencies.

Lucy has an MA in Japanese from Oxford University and a post graduate certificate from Birkbeck University in Ethnicity, Migration, Policy.

Board Intelligence

Board Intelligence are specialists in providing services to PLC and management boards to improve board effectiveness. They have prepared governance reviews and recommendations for a wide range of NGO and public sector clients including The Royal Liverpool and Broadgreen University Hospital NHS Trust, the Lord Mayor's Office, CIMA, ICSA, The Institute of Directors Frederick's Foundation, and the V&A.