

Minutes of the Board of Trustees' meeting

DATE	Thursday 16 March 2023
TIME	10.00am – 12.30pm
VENUE	Hybrid: Virtual Teams & GambleAware offices

PRESENT	INITIALS	NOTES
Hilary Armstrong	HA	Trustee
Marina Gibbs	MG	Trustee
Professor Sian Griffiths	SG	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee
Koravangattu Valsraj	KV	Trustee
Zoë Osmond	ZO	Chief Executive
Alexia Clifford	AC	Chief Communications Officer
Si Flanagan	SF	Chief Operations Officer
Ben Howard	BH	Chair of LE Council
Muneeb Hafiz	MHaf	DCMS
Teresa O'Connor	TOC	Company Secretary
Chiara Marin	CM	Company Secretary
IN ATTENDANCE online		
Paul Simpson	PS	Trustee
Saffron Cordery	SC	Trustee
Anna Hargrave	AH	Chief Commissioning Officer
Michelle Highman	MHi	Trustee
Tim Miller	TM	Gambling Commission
Also attending for specific items; Sarah Johnston (SJ), Consultant, Berhe Gebru (BG), Head of Finance.		
APOLOGIES		
Sarah Fox	SF	DCMS
Mubin Haq	MHaq	Trustee

1. Welcome and apologies

- 1.1. KL welcomed everyone to the meeting, including Muneeb Hafiz (Department for Culture, Media, and Sport [DCMS]) and Tim Miller (Gambling Commission), who joined to observe this meeting.

2. Board ratification

- 2.1. KL made a declaration of interest for this agenda item and left the room. SG led on this agenda item.
- 2.2. It was agreed by Trustees that Baroness Kathryn Lampard's term as Chair of Trustees will be extended until 21 June 2026. This decision will be filed with Companies House.

3. Declarations of interest

- 3.1. KL returned to the meeting.
- 3.2. There were no further declarations of interest.

4. Minutes of previous meeting

- 4.1. The minutes of the Board of Trustees meeting held on 8 December 2022 were approved as a true and accurate record.

5. Action log

- 5.1. It was confirmed that the actions from previous meetings had been completed.

6. Chief Executive's report

- 6.1. The report from the Chief Executive was taken as read.
- 6.2. MHaf confirmed DCMS's intention to have the white paper published in April.
- 6.3. ZO updated on a number of key meetings, including a positive meeting with the new Secretary of State, Lucy Frazer, and Professor Henrietta Bowden-Jones. There have also been follow-up meetings with the Treasury and Number 10, where GambleAware has underlined the rationale and call for a statutory levy. There have also been several meetings with NHSE and the Primary Care Gambling Service.

- 6.4. NHSE have a drafted statement regarding their intent to work with GambleAware, but not with providers directly funded by the industry. ZO added that NHSE will be reviewing this at a meeting on 20 March.
- 6.5. Stakeholder research: There was a discussion about stakeholder research. ZO confirmed it is a qualitative interview process and the expectation is for this research to be carried out once every 3 years.
- **DECISION: Trustees agreed that stakeholder research should start 4 weeks after the publication of the white paper.**
- 6.6. Industry funding: ZO provided an overview of current industry donations. There was a discussion about the migration of gambling operators to the US. TM explained that the Gambling Commission has established an international function to build links in North America and other territories and share learnings.
- **DECISION: Trustees approved the policies previously reviewed by the Resources Committee (RC) and the Audit and Risk Committee (ARC).**

7. Safeguarding report

- 7.1. AH presented paper GA 23 02 (04) Safeguarding Report. She reminded attendees that safeguarding policies were included in the CEO report and approved at the previous ARC meeting. The new policies are adopting a much tighter definition of safeguarding and defining new procedures. AH shared that at the next Board of Trustees' meeting, there will also be a new type of safeguarding report.
- 7.2. KL added that GambleAware has tightened up the safeguarding processes in terms of service providers, understanding that safeguarding procedures and responses are principally the providers' responsibility, while GambleAware's responsibility is to ensure that they have the appropriate systems and processes in place.
- 7.3. SC added that, as the Safeguarding Trustee, she notes the system and processes are now more robust and that GambleAware has improved safeguarding measures in place, also in relation to service providers. She thanked AH, TOC, and other colleagues for the work carried out in this area.

8. Annual plan progress report

- 8.1. The paper for this agenda item (GA 23 02 (05) Annual Plan) was taken as read.
- 8.2. ZO provided reassurance around the evaluation of projects, and outlined how a coherent approach was being supported by the Outcomes Framework and a new Prioritisation Framework. The latter is in development and involves key stakeholders, including Trustee engagement.

- 8.3. PS shared that ARC received a high-quality report that set out all commissioning processes and timings with robust governance structures in place. As a result, PS highlighted that GambleAware is in a much stronger place going forwards in terms of delivering on its objectives.
- 8.4. AH explained that with the new National Gambling Support Network (NGSN) contracts, GambleAware will be able to collect data in real time so will be able to see where spend is going to be, as well as understanding the impact that GambleAware is having. This data will be supported by monthly and quarterly monitoring. Going forwards, this information will be presented to the Board so that they will see how GambleAware is performing.
- 8.5. KL echoed the progress made on contracting and how it provides the Board with greater assurance.

9. Stigma programme update

- 9.1. AC presented the latest Stigma programme plans (GA 23 02 (06) Stigma Progress Update). The Trustees noted that the programme has been progressing well since the last Board meeting.
- 9.2. AC shared a preview of the three TV adverts and wider campaign assets including out-of-home 'special build' poster. AC underlined the engagement and co-creation process with people with lived experience of gambling harm.
- 9.3. HA shared that the Behaviour Insight Team will be focusing for the next 2 years on industry advertising.
- 9.4. BH shared positive feedback on the campaign, commenting that hard-hitting messages are championed by the Lived Experience Council, and agreeing on the importance of addressing a wide spectrum of audiences across all tiers of support.
- 9.5. The Board confirmed that they were content with how the key risks including those around stakeholder response to the campaign were being mitigated.
 - **ACTION: AC to provide HA an update of strategic partnership work for the Stigma campaign, including how GambleAware is engaging with football organisations.**

10. National Gambling Treatment Service recommissioning

- 10.1. AH confirmed that GambleAware are on track to get contracts signed with all NGSN providers. There is one outstanding contract, due to minor issues with the provider; however a date for signatures has been set for w/c 20 March.

- 10.2. There was a discussion around GambleAware’s role in stabilising the local system network. AH explained more work needs to be done in this area, noting that different regions are at different stages, with Scotland being one area of concern. GambleAware is currently looking at how to approach bringing regional areas together, and is planning to set up demonstrator sites to get local area insight.

11.NGSN rebranding progress update

- 11.1. AC presented the recommendations for the new name, descriptor and brand for the NGSN, and outlined the robust process of provider consultation and user research/testing that had been undertaken.
- 11.2. AC explained that changing the National Gambling Treatment Service to the National Gambling Support Network more accurately reflects the focus on early intervention and range of expertise and providers within the network.
- 11.3. The Board were content with recommendations.
- 11.4. ZO added that, in addition, the charity will be moving away from ‘beGambleAware’ to ‘GambleAware’ as agreed at the 8 December 2022 Board of Trustees meeting.
- 11.5. ZO reassured TM that GambleAware will let operators know about the rebrand and it will be a gradual transition.
- **ACTION: AC to write to the Betting & Gaming Council and Gambling Commission to update on GambleAware’s new branding strategy.**

12.Building the Annual Plan 2023/2024

- 12.1. SF talked Trustees through paper GA 23 02 (09) Building the Annual Plan 2023-24 – V2.
- 12.2. SF highlighted that the organisation is moving from grants to contracts, which requires more staffing.
- 12.3. TM explained, any regulatory settlement money coming to GambleAware should not be at the expense of RET contributions made by the industry.
- 12.4. MHi questioned whether the levy could take into account any retrospective costs incurred and KL considered that this is an area which could be taken up in the consultation response.

13.Quarter 4 reforecast

- 13.1. BG joined the meeting.
- 13.2. MHi provided reassurance that the paper has been well scrutinised at the RC meeting.

- 13.3. BG talked Trustees through paper GA 23 02 (10) January 2023 (Q4) Forecast.
- 13.4. There were no follow-up questions and BG left the meeting.

14.Strategic Framework and criteria for prioritization

- 14.1. AH delivered a presentation on the role of GambleAware as a strategic commissioner, and the current challenges of having multiple frameworks in place. AH presented the Strategic and Prioritisation Frameworks.
 - **ACTION: ZO to update Trustees after conversation with TM on 17 March.**
 - **ACTION: Follow up with SG, MG, RP, SC and PS as volunteers for the Trustees' workshop.**
- 14.2. SC left the meeting.

15.Risk management update

- 15.1. SF talked through paper GA 23 02 (11) Risk Management, taking the paper as read.
- 15.2. There were no further questions.
- 15.3. SF shared with Trustees the support being given to the workforce, including a resilience fund and high-street vouchers.
 - **ACTION: SF to remind staff of the resilience fund.**
- 15.4. RP highlighted a need for GambleAware to be a proactive player in supporting the voluntary sector, including potentially some market development.

16.Organisational design update

- 16.1. SJ joined the meeting. ZO highlighted this session was for Trustee information.
- 16.2. SJ shared that the three key areas that GambleAware need to focus on are: public affairs, policy, and business intelligence / data analysis.
- 16.3. There were no questions from Trustees and SJ left the meeting.

17.Any Other Business

- 17.1. TOC shared that she will be circulating annual conflict of interest forms to all Trustees. TOC thanked Trustees for their patience with DocuSign and will be contacting the four Trustees left to sign the Articles of Association.

- **DECISION:** Board ratify ARC's decision to appoint a new external auditor, Haysmacintyre.
- **ACTION:** CM / TOC to add 30 min to future BOT meetings.
- **ACTION:** For future Board meetings, the CEO report will include (as appendices) the minutes of committee meetings.

17.2. The meeting ended at 12.30pm.