

Minutes of the Board of Trustees' meeting

DATE	Monday 16 October 2023
TIME	10.00am – 13.00pm
VENUE	Hybrid: Virtual Teams & GambleAware offices

PRESENT	INITIALS	NOTES
Kate Lampard	KL	Chair of Trustees
Hilary Armstrong	HA	Trustee
Saffron Cordery	SC	Trustee (Online)
Marina Gibbs	MG	Trustee
Professor Sian Griffiths	SG	Trustee
Mubin Haq	MHaq	Trustee (Online)
Michelle Highman	MHi	Trustee
Sir Alan Moses	AM	Trustee
Mel Nebhrajani	MN	Trustee
Rachel Pearce	RP	Trustee (Online) <i>(until 11am)</i>
Paul Simpson	PS	Trustee (Online) <i>(from 10.26am)</i>
Koravangattu Valsraj	KV	Trustee
IN ATTENDANCE		
Zoë Osmond	ZO	Chief Executive
Alexia Clifford	AC	Chief Communications Officer
Anna Hargrave	AH	Chief Commissioning Officer
Sarah Fox	SF	DCMS
Ben Howard	BH	Chair of LE Council
Rasheda Nicholson	RN	Company Secretary
Also attending for specific items; Helen Owen (HO) Evaluation Director, Berhe Gebru (BG), Head of Finance, Stacey Storey, Director of Procurement and PMO.		
APOLOGIES		
Tim Miller	TM	Gambling Commission
Muneeb Hafiz	MHaf	DCMS

1. Welcome and apologies

- 1.1. The Chair welcomed everyone to the meeting, in particular Mel Nebhrajani and Sir Alan Moses who were attending their first formal Board meeting since being appointed as Trustees of GambleAware.
- 1.2. Trustees also welcomed Sarah Fox (Department for Culture, Media, and Sport [DCMS]), who joined to observe this meeting.
- 1.3. Apologies had been received in advance from TM and MHaf.
- 1.4. The Chair informed the Board that the key item of business on the agenda was the White Paper Programme update.

2. Declarations of interest

- 2.1. Trustees were reminded to declare any relevant conflicts of interest. No conflicts were declared.

3. Minutes of previous meeting

- 3.1. Trustees agreed that amendments should be made to the minutes of 20 July 2023.
- 3.2. **ACTION: RN to amend paragraph 5.3 and update reference to SF as SFL of the minutes of 20 July 2023.**
- 3.3. **RESOLVED: Subject to the above corrections, the minutes were approved as an accurate record.**

4. Action log

- 4.1. All actions were noted as either complete or underway.

5. Chief Executive's report

- 5.1. ZO introduced the report, which outlined key organisational developments. The following points were highlighted during the CEO update:

Project Quality

- 5.2. [This is a project with confidentiality protections in place. GA have continued to request appropriate inward reports and to conduct external reporting as required.]

System Stabilisation Fund

- 5.3. ZO reported that the first round of the System Stabilisation Fund has been successfully completed with £1.8m awarded to three organisations. The second round will be launched on the 6th November. Trustees were informed that discussions have taken place with the Gambling Commission regarding a revised set of criteria for the second round and to increase the budget available from £3.2m to £5m by reprofiling the Regulatory Settlement. It was noted that the revised budget detail of the criteria will be shared with ARC once finalised.

Stakeholder engagement

- 5.4. ZO informed the Board that the distribution and management of a levy has led to renewed interest in the effectiveness and independence of GambleAware with a number of highly inaccurate statements made about the Charity's work. It was noted that detailed rebuttals have been provided to respond to each comment.
- 5.5. **RESOLVED: After careful consideration the Board agreed that a reputation management unit should be formed.**
- 5.6. A brief discussion took place around the recent Labour Party conference and the Labour Manifesto where it was noted that there was a lack of focus on gambling. HA flagged that members of parliament often prefer to amplify the voices of people with lived experience which could be a good opportunity for members of the Lived Experience Council to assist with getting Gambling back on the agenda. SF added that the Gambling Commission have refreshed their Lived Experience Board and have had a broader range of people applying for a position.
- 5.7. **ACTION: BH and ZO to meet with Gambling Minister during his next round of stakeholder engagements.**

GamCare

- 5.8. Trustees noted that AH and ZO met with the Chair and the new interim CEO of GamCare on 3rd October.

Allwyn's Participant Protection Strategy

- 5.9. ZO informed trustees that Allwyn (the new National Lottery organiser) launched their Participant Protection Strategy in late September. It was flagged that they have not followed GambleAware's guidance and concern was also raised regarding the use of stigmatising language and a lack of GambleAware role throughout the strategy. ZO has written to Allywn to outline GambleAware's concerns and will also raise this issue with DCMS.

COO Recruitment

- 5.10. It was noted that Starfish were appointed as the search agency responsible for recruiting for this role after the completion of a tender process. It was further noted that Robin Price will be overseeing the finance part of the COO role and he will be working one day a week for the next 3-6 months.
- 5.11. Trustees congratulated management on taking the necessary steps to ensure the right person was in post for such a critical role in the organisation.

6. Lived Experience Council Update

- 6.1. BH, Chair of the Lived Experience Council (LEC), briefly outlined the work being undertaken by Council Members. It was noted that the LEC have contributed to the following strategic activities at GambleAware over the past few months:
- 6.1.1. BH has taken part in the GA Annual Planning Workshop.
- 6.1.2. Council representatives have been involved in the Strategy Working Group.
- 6.1.3. They have provided lived experience insight into the Stigma Campaign.

- 6.1.4. Members have assisted with the recruitment of candidates for regulatory settlement roles.
- 6.1.5 Council representatives have attended the white paper consultation committee meetings and providing input into the submissions.
- 6.1.6. They have assisted in the planning of the GambleAware Annual Conference.
- 6.1.7. Council Members have also been branching out into other areas of GambleAware work.
- 6.2. Trustees were informed that Steph Shilton has stepped down as Council Member. It was noted that this opens up a position which can be filled by a Welsh representative. The Council plan to start a recruitment drive for a Welsh member in early 2024.
- 6.3. BH took the opportunity to personally thank the Board of Trustees for ensuring that he felt welcomed at the Board meetings. He added that it was commendable that Trustees were taking lived experience into account in their decisions by creating the council and inviting him to attend Board meetings.
- 6.4. Trustees were invited to attend the LEC Lunch which takes place before the LEC meeting on 7th of December.
- 6.5. **ACTION: Trustees to inform RN if they will be attending the LEC Lunch.**
- 6.6. Trustees were informed that BH has been in the post for one year. It was noted that his post was up for renewal and the election will be take place during the December LEC meeting.
- 6.7. **ACTION: KL and SG to attend the LEC meeting on 7th of December to provide feedback during the election section to the Council on BH's work at Board meetings.**

7. White Paper

- 7.1. The paper for this agenda item (23 04 (04) White Paper) was taken as read.
- 7.2. HO delivered a presentation which provided trustees with an update on the White Paper Programme. Trustees were informed that the White Paper Programme is now in Phase 2, the consultation phase. Three consultations have been published to date (online slots, land-based gambling, and regulatory framework), with two submissions completed and the third due on 18 October.
- 7.3. It was reported that GambleAware have been given an indication that the gambling statutory levy consultation will be published this week (w/c 16th October). SF confirmed that the consultation will likely be published today
- 7.4. Trustees noted that the consultation period may be reduced to 8 weeks, which means that submissions may be required as early as w/c 11 December. As a result, an additional board of trustees meeting will be required to take place before the scheduled board meeting on 14th December 2023 in order to sign off the gambling statutory levy submission within the timeframe.

- 7.5. **ACTION: RN to schedule an additional board meeting to take place two weeks before the December Board meeting.**
- 7.6. HO informed trustees that different groups of stakeholders have been asked to contribute to the consultation response including the Executive Leadership Team, NGSN providers and the Lived Experience Council. However, it was noted that the core group of stakeholders for approval are the board of trustees. It is therefore proposed that a trustee working group is formed who would be delegated by the board to consider and provide direction to the executive team on the response to the gambling statutory levy consultation questions.
- 7.7. **RESOLVED: After careful consideration the Board approved the formation of a trustee working group. It was further agreed that KL, SG, MN and RP would be part of the working group.**

8. Performance and Delivery Committee - Update

- 8.1. The paper for this agenda item (23 04 (05) Performance and Delivery Committee - Update) was taken as read.
- 8.2. SG, Chair of the Performance and Delivery Committee (PDC), briefly outlined the focus of the PDC meeting which took place on 21 September, which included:
- Public Affairs Strategy*
- 8.3. The Committee was provided with an update on GambleAware's public affairs, media and stakeholder engagement activity that has taken place over the last three months. The Committee agreed that the Public Affairs Strategy paper should be presented to trustees at the December Board meeting to keep trustees informed about the reach of the public affairs work.
- Annual Plan Delivery*
- 8.4. The Committee noted the progress being made with the delivery of the Annual Plan particularly in relation to the joined-up programme of work.
- RESOLVED: After careful consideration, the Board endorsed the PDC's recommendation that the Charity's work programme should not be expanded and priority should be given to the Statutory Levy Consultation during the forthcoming months**
- NGSN Quality and performance*
- 8.5. The Committee reviewed the first set of quality and performance data for the NGSN noting the positive progress that had been made. Discussion took place around the areas for improvement on the report to enable comparison between providers and trends over time and ensure consistency across the network.
- NGSN Safeguarding report*
- 8.6. The Committee reviewed the Safeguarding report noting that there were no issues of concern during the quarter. It was flagged that further work was required to ensure that the assessment of risk was consistent across providers.

Relationship with NHS England

- 8.7. Extensive dialogue took place around the relationship between NGSN Clinics and NHS Specialist Clinics. The Committee noted the reduction in referrals to NHS clinics since April 2023. It was agreed that GambleAware should obtain case studies from a clinical perspective alongside the referral process. It was further agreed that providers should utilise their incident policies and undertake Harm Reviews which should be shared with the relevant NHS Trust and NHSE.
- 8.8. **RESOLVED: After careful consideration, the Board endorsed the PDC's recommendation that:**
- **an external review of referral pathways between the NHS and NGSN providers be undertaken, that**
 - **a request is made of providers to develop case studies to demonstrate good and bad examples of collaboration; and**
 - **to undertake harm reviews where service users have not been able to access NHS services in a timely manner.**

Stigma Evaluation

- 8.9. The Committee was presented with an overview of the results of the first burst of the stigma campaign. It approved the plans and business case for the second burst of activity which is scheduled to launch in late November.

9. Safeguarding report

- 9.1. The Board noted the Safeguarding Report (paper 23 04 (06)).

10. Finance Report: Management Accounts

- 10.1. BG introduced the Management Accounts which detailed the financial performance and financial position of GambleAware from April to the end of August 2023. The Board noted that the management accounts have not been reviewed by the Resources Committee as the meeting is scheduled to take place on 25th October.
- 10.2. The Board considered the Management Accounts. Questions arose as to whether the Regulatory Settlement funds had arrived as the paper references the remittance in the future. BG confirmed to trustees that £12.1 million had been received from the £35 million promised to the charity. ZO further clarified that the period for divestment of the Regulatory Settlement funds is a 3 year period and the Charity has the ability to carry the money forward to future years if required.

11. Risk management

- 11.1. The Board noted the Risk Management Report (paper 23 04 (08)).

12. Strategic Intentions and Development

- 12.1. HO introduced the 'Strategic Intentions and Development (2024-26)' paper. The Board was informed that Management were in the process of developing the Strategic Intentions for 2024-26 which will set out what the Charity's priorities are and how it plans to achieve them within its budget envelopes.
- 12.2. HO highlighted the following points regarding the proposed approach:
- 12.2.1. The current financial assumptions is that income in 2024/5, and that the Charity will not run a deficit budget.
 - 12.2.2. A core working group, led by the Chief Commissioning and Strategy Officer has been formed. This group will be responsible for the development of the Strategic Intent for 2024/26 paper.
 - 12.2.3. The Lived Experience Council will be a core stakeholder in the development of plans. The team will also engage with key external stakeholders including DCMS, DHSC, NHSE, NGSN, and Local Government.
 - 12.2.4. Management will share the emerging plans with the Board during the Trustee Awayday in January 2024, as well as with the Lived Experience Council.
- 12.3. The Board considered the paper. Discussion took place around budget for 2024/5. SG flagged that as the Charity is only meeting small percentage of need at the moment and more money is required for primary and secondary prevention. SG suggested that Management increase the budget required for 2024/25 to ensure those needs are met. HA added that Management should consider including ethnic communities as part of the overall plan.
- 12.4. **ACTION: HO/AH to increase the budget in the paper to ensure that there is more funds to cover primary and secondary prevention. The budget increase should be linked to the desired outcomes and conversely Management should express the potential harm that will be the result of less money being provided. Additionally, ethnic minorities should be considered as an additional priority in the plan.**
- 12.5. **RESOLVED: After careful consideration, and subject to the above amendments, the Board approved the approach to the development of the Strategic Intentions for 2024-26 paper.**

13. Any Other Business

- 13.1. There was no other business.
- 13.2. The meeting ended at 11.43am.