

Minutes of the Board of Trustees' Meeting

DATE	Thursday 14 January 2016
TIME	10.30am – 12.30pm
VENUE	Gordon Dadds, Boardroom, 6-11 Agar Street, London WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Chris Brady	CB	Trustee
Annette Dale-Perera	ADP	Trustee
Neil Goulden	NG	Chairman
Clive Hawkswood	CH	Trustee
Alan Jamieson	AJ	Trustee
Brigid Simmonds	BS	Trustee
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Andrew Lyman	AL	Representing James Henderson
Marc Etches	MWE	Chief Executive
Alan Armstrong	AA	Director of Fundraising
Iain Corby	IC	Director of Operations and Development
Jane Rigbye	JR	Director of Commissioning (Treatment and Harm-minimisation)
Natalie Simpson	NS	Operations Manager
Rose Wheeler	RW	Minutes
The following three delegates in attendance from 11am		
Paul Hope	PH	Gambling Commission Observer
Jon Watkin	JW	Representing Ruth Callaghan
Ronnie Whittington	RWh	DCMS Observer
APOLOGIES		
<i>Nick Harding</i>	<i>NH</i>	<i>Trustee</i>
<i>James Henderson</i>	<i>JH</i>	<i>Trustee (Andrew Lyman representing)</i>
<i>Ruth Callaghan</i>	<i>RC</i>	<i>RGSB Observer (Jon Watkin representing)</i>
<i>Patrick Sturgis</i>	<i>PS</i>	<i>Trustee</i>

ACTION

1 CLOSED SESSION - CHAIRMANSHIP

NG confirmed his decision to stand down from being Chairman of RGT.

The Trustees and staff expressed their appreciation of and gratitude for Neil's hard work over the past five years, steering the organisation to its current stable and successful position.

NG advised that the goal was to appoint a new Chair at the March Board Meeting, to take up the position in April 2016. However, NG stated his willingness to remain until new the Chair is in situ.

Trustees agreed that the next Chair should be independent, i.e. meet the criteria currently used to recruit independent trustees, and agreed to revise the governing document to re-establish voting rights for the new Chair.

Discussion ensued regarding term of office for Chair. Trustees agreed that a three-year, renewable, term was acceptable. This may require an amendment to the governing document.

It was noted that, although NG has never accepted any remuneration for chairing the RGT, there is provision within the governing document to pay the Chair a salary. Trustees agreed, in principle, to make provision in the budget for paying the new Chair. The exact figure to be agreed on ascertaining the market rate.

Trustees agreed on the importance of the recruitment process being open and transparent and accepted the proposal to use the services of an external recruitment agency (Gatenby Sanderson). It was also agreed that the selection panel will be chaired by Senior Independent Trustee JW, Juliet Taylor of Gatenby Sanderson, and someone nominated by the Gambling Commission. MWE to meet all candidates in a briefing role, and feed his views back to the selection panel. The selection panel to put their proposed candidate to the full Board of Trustees for approval.

Trustees agreed the following recruitment process:

Issue Press Release to announce NG's resignation on Friday 15 January 2016. NG to provide quotation. **MWE/NG**

Approach Gatenby Sanderson to handle recruitment, including placing of one advert in national quality newspaper. **NG**

Ask Gatenby Sanderson to provide benchmark pay data. **NG**

Draft job specification, briefing paper with history and background of RGT, and proposed level of remuneration and distribute to Trustees for comment and approval. **NG/MWE**

Selection panel: invite Juliet Taylor from Gatenby Sanderson and the person selected by the Gambling Commission to join JW. **NG**

Provide a formal trustee resolution to amend constitution to re-establish voting status and impose three-year renewable term for Chairperson. **MWE**

Selection Panel to submit proposal for new Chair for Trustees' approval prior to making offer. **JW**

2 WELCOME & APOLOGIES

Observers PH, RWh, JW joined the meeting at 11.00am

Apologies were received from: NH, JH, PS, RC.

NG welcomed everyone and noted AL was representing JH, and JW was representing RC.

NG advised that the meeting priorities were: item 6a Strategy paper; item 8b Research and Commissioning Protocol; item 10a IGRG funding protocol.

3 MINUTES OF PREVIOUS MEETING November 2015

November minutes approved.

4 MATTERS ARISING – 11 November 2015

Trustees reviewed Matters Arising, Agenda Item 4, as presented.

Two items marked as ongoing were discussed:

The office accommodation search has been suspended indefinitely, owing to the high cost of alternative options.

The development of a communications strategy will follow from the adoption of the main strategy.

MWE/IC

5 CHIEF EXECUTIVE'S REPORT

Trustees reviewed the Paper as presented.

5.1 RGT Corporate

Personnel - Trustees approved proposal to increase staff team to 7.2 FTE

Action: JR/IC to start recruitment process for full-time research assistant.

IC/JR

RGT Conference 2016

Trustees discussed arrangements for 2-day conference in December 2016.

Action: MWE/NS to share emerging programme with Trustees.

MWE/NS

5.2 Fundraising

AJ commended AA on fundraising success.

NCF – MWE reported that the disagreement over how NCF members' donations should be collected had been resolved.

5.3 Harm prevention and treatment funding

GamCare

It has been agreed that it would be helpful to convene bi-annual meetings between RGT and GamCare trustees to consider together the outcomes of contractual performance reviews in terms of improving and enhancing future performance.

Action: Send invitations to GamCare and RGT Trustees to Feb/Mar review

meeting.

MWE

Gordon Moody

Trustees raised the possibility of arranging a trustee to trustee meeting to discuss possible options in relation to GMA ambitions to expand. Trustees were also keen to ensure that GMA understood that support for the exploratory exercise was not of itself a guarantee of future funding.

Action: MWE will liaise with GMA and make arrangements for a meeting of trustees

MWE

6 RESPONSIBLE GAMBLING TRUST

6a RGT Strategy, 2016-21

Trustees reviewed the Paper as presented.

Trustees and observers provided initial feedback, including a request for the addition of measurable KPIs. NG provided clarification that this is 5-year strategy driven by a financial plan to employ surplus cash in a controlled and sustainable manner over 5 years when it was expected a 'steady-state' of a balance of funds in and funds out could be sustained. It was noted that this ought to be a rolling strategy to be reviewed annually in light of changing circumstances. Trustees were content with the overall direction but asked for a further iteration to take account of the emerging RGSB strategy development and to be presented before re-discussing at the next trustees' meeting in March. The stated intention is to publish a final version by the end of March 2016.

Action: Trustees and observers to provide detailed comments prior to NG/MWE/IC circulating in late February

All

6b RGT work-plan update

Trustees received the Paper as presented.

7 FUNDRAISING

Trustees reviewed the Paper as presented.

7.1.2 Donations outstanding for 2015/16

Action: AA to follow up on outstanding Top 21 and Major donor pledges and donations.

AA

7.1.3 Final donation appeal for 2015/16

Action: AA to draft bespoke letters from NG to significant underweight donors

AA/NG

Action: AA/RW to arrange appeal mailings to new and lapsed donors

AA/RW

7.1.4 Camelot UK

Trustees asked if research exists on gambling-related harm related to the National Lottery. MWE advised that Camelot had given RGT a restricted donation (£40k) for the purposes of research relevant to young people and gambling behaviour including into

the use of lottery products. Half of this money is being spent on a commission for Professor Gill Valentine to update a review of 'young people and gambling' originally published in 2008 and the balance to be put towards other research into young people and gambling-related harm, subject to the issuance of a public invitation to tender.

Trustees discussed the current parent ownership of Camelot and whether there might be opportunities to encourage an increase in its annual donation more generally.

Action: AA to arrange a meeting between NG and the Chairman of Camelot UK. AA

7.2.1 Events

Action: AA to market and secure participants for Machu Picchu fundraising trek event planned for October 2016. AA

7.3.3 Donations from media owners

Action: AA to initiate outreach in an attempt to secure future donations from gambling media suppliers AA

8 RESEARCH

8a Research Committee Update

Trustees reviewed the Paper as presented.

8a.1 Young people, gambling and gambling-related harm research invitation to tender (ITT)

Trustees approved proposal to allocate a budget of up to £200,000 to be spent in 2016/17.

8b Draft Research governance and commissioning protocol

Trustees received the Paper as presented, including the extra paragraph under key principles, which has been agreed with RGSB.

Trustees approved adoption of the protocol subject to RGSB final approval.

9 TREATMENT AND HARM MINIMISATION

9a Activity update

Trustees received the Paper as presented.

Data Reporting Framework (DRF)

ACTION: JR to report DRF headlines (April-September 2015) in March. JR

Service Procurement 2017-2020

ACTION: JR to present Paper on service procurement 2017-2020 at March Board Meeting. JR

Gordon Moody Association – Women's Pilot

The Treatment Panel recommends to trustees to repurpose GMA grant underspend on post-residential counselling during 2014-17 (anticipated to be £25K for 2015/16 and a further £25K for 2016/17) to support the expansion of the Women's Pilot – providing a further three cohorts.

Trustees accepted the recommendation and approved the repurpose as proposed.

Further Harm Minimisation Invitations to Tender

Trustees discussed and approved the Treatment Panel's proposal to issue ITTs on further harm minimisation work in the Military and Criminal Justice system.

9b RGSB Evaluation Protocol

Trustees received the Paper as presented.

Trustees suggested amendment to expand paragraph 19 but otherwise were content to approve the adoption of the protocol.

Action: JW to take comments and RGT Trustees' approval back to RGSB.

JW

10 STAKEHOLDER OF ACTIVITY

10a IGRG funding proposals

Trustees received the Paper as presented and were content that the previously held concerns were now dealt with, particularly in relation to RGT's role as independent commissioner of the projects and the expectation that the industry would be responsible for delivering the best-practice outcomes beyond the evaluation stage.

Independent Trustees approved the proposal to fund the proposed projects, up to a maximum of £300,000 from the operating surplus, with the caveat that these projects are not duplicated by Senet Group.

Action: MWE to ensure that projects are not being duplicated by Senet Group.

MWE

11 AOB

NG Thanked the Trustees for their work and support.

NEXT RGT BOARD MEETING & AGM

Date: Thursday 3 March 2016

Time: 2pm to 4pm

Venue: Gordon Dadds, Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Neil Goulden (Chairman)

DATE: _____

SIGNATURE: _____

Minutes of the Board of Trustees' Meeting

DATE	Thursday 3 March 2016
TIME	10.30am – 12.30pm
VENUE	Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Neil Goulden	NG	Chair
Nick Harding	NH	Trustee
Clive Hawkswood	CH	Trustee
James Henderson	JH	Trustee
Alan Jamieson	AJ	Trustee
Brigid Simmonds	BS	Trustee
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Marc Etches	MWE	Chief Executive
Alan Armstrong	AA	Director of Fundraising
Iain Corby	IA	Director of Operations and Development
Jane Rigbye	JR	Director of Commissioning -
Natalie Simpson	NS	Operations Manager
Rose Wheeler	RW	Minutes
Paul Hope	PH	Gambling Commission Observer
Tim Livesley	TL	RGSB Observer
APOLOGIES		
Chris Brady	CB	Trustee
Patrick Sturgis	PS	Trustee
Ronnie Whittington	RWh	DCMS Observer

ACTION

1 WELCOME & APOLOGIES

NG welcomed everyone.

Apologies were received from: CB, PS, RWh

2 MINUTES OF PREVIOUS MEETING 14 January 2016

January minutes approved.

3 MATTERS ARISING – 14 January 2016

3 5 GMA meeting to take place on 16 March 2016

MWE

3 9a Present Treatment Service Procurement plans in May

JR

4 CHIEF EXECUTIVE'S REPORT

Trustees received the Paper as presented.

Report of a serious incident to the Charity Commission

The Charity Commission has advised that no details of the nature of the complaint received about RGT will be shared with trustees before the Charity Commission has completed an assessment as to whether the complaint warrants investigation.

ACTION: MWE to keep Trustees advised of developments regarding complaint made to Charity Commission.

MWE

NG asked Trustees if they are satisfied with the handling of issues with the Charity Commission. Trustees confirmed their assent.

Communications

Trustees discussed RGT's public relations requirements, as the contract with Bell Pottinger has been terminated as agreed at the Board Meeting in November 2015. It was proposed that three or four public relations companies should be invited to tender for the provision of reactive and proactive PR services and assistance with the development and implementation of a communications strategy.

Trustees approved proposal to recruit a PR company and delegated the decision to the Chief Executive. Trustees to provide recommendations.

ACTION: MWE/IC to create a brief/ITT for a closed tender and make appointment.

MWE/IC

5 RESPONSIBLE GAMBLING TRUST

5a Recruitment of Chair

NG advised that the application deadline for the post of Chair is 4 March 2016. The recruitment panel, consisting of Jo Wolff (senior independent trustee), Rachel Lampard (RGSB) and Juliet Taylor (senior partner, GatenbySanderson) – will shortlist on 12 April and interview on 20 April. NG will not be involved in any decision-making of the recruitment, but will be available to assist the Panel and candidates as required.

NG reminded trustees that the Articles of Association need to be amended to enable the new Chair to vote. MWE will arrange for a formal resolution to be passed on 5 May 2016. Also, trustees discussed and confirmed their intention to remunerate the incoming Chair.

ACTION: MWE to arrange for a formal resolution to reinstate Chair's voting rights. MWE

5b RGT Strategy 2016-2021 (Draft)

Trustees received and discussed the draft Strategy as presented. It was agreed that the draft would be shared with RGSB and the Gambling Commission, and a final draft to be presented at the next meeting of trustees on 5 May 2016 with a view to publishing before the end of May. NG will draft a short overview statement.

ACTION: MWE/IC to share with RGSB and the Gambling Commission before representing to trustees on 5 May. MWE/IC

ACTION: NG to provide executive summary NG

5c Risk Register

Trustees reviewed the Paper as presented.

ACTION: IC to consolidate risks to eliminate redundancy. IC

ACTION: MWE to add Risk Register as a standing item at every Board meeting. MWE

5d Internal Financial Controls

Trustees reviewed the Paper as presented.

ACTION: MWE to circulate expenses guidelines and policy to staff and trustees. MWE

ACTION: MWE to introduce procedure for Trustees' expenses claims to be checked and countersigned by another Trustee. MWE

ACTION: MWE's credit card statements submitted to Chair on a quarterly basis. MWE

ACTION: MWE to add Internal Financial Controls Board to the meeting agenda to be reviewed annually (November). MWE

ACTION: Amend Bank Mandate to include additional signatory (IC) and update when new Chair is appointed. MWE

5e Remuneration Committee report

NG advised that Remuneration Committee had agreed two per cent rise in all management salaries and had approved performance-related bonuses.

Trustees approved proposal to make Alan Jamieson Chairman of the Remuneration Committee with immediate effect, and confirmed that CH will remain on the Committee, together with the new Chair. NG thanked CH for his contribution as Chairman of the Remuneration Committee for the last three years.

ACTION: NS to update corporate website. NS

6 FUNDRAISING

Trustees received the Paper as presented.

AA advised that, as of Feb 2016, 71 per cent of the entities (as identified by the Gambling Commission) had donated for 2015/16. It was noted that company mergers had led to delays in receiving some large 2015/16 pledges/donations.

AA advised that all 2016/17 fundraising 'appeal' letters, including those to Top21 and Major Donors, will make the recommendation of a minimum donation of 0.1 per cent of GGY. Letters will be sent out in April.

ACTION: AA to provide NG with Top21/Major Donors letters for signature.

AA/NG

MWE is meeting Camelot to discuss their future contributions to RGT.

ACTION: MWE to meet with Camelot re 2016/17 donation.

MWE

7 RESEARCH

7a Research Committee Update

Trustees received the Paper as presented, noting the research projects approved by the Research Committee.

Gambling-related harm

Following a public invitation to tender, the Research Committee agreed that PwC should be awarded the project for research into gambling-related harm. JW advised that no academics had tendered for this work. Trustees requested that PwC confirm that there are no conflicts of interest.

ACTION: MWE to address the issue of potential conflicts of interest with PwC.

MWE

Public health

The Research Committee has approved the public health ITT with a budget of £40,000. This funding is within the £300,000 budget (2015-17) already agreed by trustees to progress our public health agenda. The ITT will be published in early March

Andrew Harris – PhD support funding

Andrew Harris and Professor Mark Griffiths awarded funds for postgraduate research project studying 144 participants on e-gambling platforms. Trustees noted that Andrew Harris is currently a part-time employee of RGT and a PhD student at Nottingham Trent. NG declared a potential conflict of interest, as he is on the Board of Nottingham Trent University.

Remote gambling – Phase 2 funding

PwC has reported a positive response from operators to participate in Phase 2. The original budget assumed two operators. However, it is argued by PwC that the work would be more robust with more participants, although the costs would necessarily rise to accommodate as many as six operators. While a matter for the Research Committee to discuss and to determine, this would mean that the overall budget currently allocated to remote gambling research (2015-17) would require increasing.

Trustees approved the additional budget subject to the Research Committee decision to proceed with Phase 2 as proposed by the research team.

8 TREATMENT AND HARM-MINIMISATION

Trustees received the Paper as presented.

4 DRF data collation – NDEC, University of Manchester

Trustees approved an allocation to procure NDEC, University of Manchester to establish a basic system for independent collation and analysis of data derived from the implementation of the DRF across treatment service providers funded by RGT. A final decision to commission this work remains subject to endorsement by the Treatment Panel.

8b GambleAware strategy

Trustees received the Paper as presented.

Trustees endorsed the strategic approach that was agreed by the GambleAware Advisory Panel in January 2016. IC will pursue the development of GambleAware on the basis of this strategy.

9 STAKEHOLDER ACTIVITY

9a Responsible Gambling Strategy, 2016 -2019

Trustees received the Paper as presented.

Trustees endorsed the RGSB strategy, which is due to be published in April 2016.

10 ANY OTHER BUSINESS

NG wished to record trustees' thanks to JW for his work chairing the Research Committee.

NG asked the Trustees if they are satisfied with the handling of issues with campaign groups. The Trustees confirmed their assent.

There was no other business to be discussed.

NEXT RGT BOARD MEETING & AGM

Date: Thursday 5 May 2016

Time: 10:30 – 12:30

Venue: Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Neil Goulden (Chairman)

DATE: _____

SIGNATURE: _____

ACTION

1 APPOINTMENT OF NEW CHAIR OF TRUSTEES

NG proposed that, on receipt of the Charity Commission's approval to start remunerating the Chair, Kate Lampard to be offered the post of Chair on a salary of £50,000.

All Trustees approved the choice of Chair.

Nine of the eleven Trustees approved the level of remuneration. One Trustee expressed concern over how this level of remuneration would be perceived, but approved it. One Trustee did not support the level of remuneration.

Trustees approved the proposal to appoint KL as Chair Designate, with NG remaining as Chair, while waiting for Charity Commission approval for payment of a salary. It was agreed that, prior to receiving such approval, KL would have observer status at meetings and access to the same information as the current Chair.

ACTION: MWE to advise Trustees of Charity Commission decision as soon as it is received. Assuming the Charity Commission agrees to remuneration, NG to step down and KL to take over as Chair immediately.

MWE

ACTION: MWE to produce appointment letter for KL to sign.

MWE

2 WELCOME & APOLOGIES

KL was invited to join the meeting. NG welcomed everyone.

No apologies.

3 MINUTES OF PREVIOUS MEETING 3 March 2016

March minutes approved.

4 MATTERS ARISING – 3 March January 2016

Refer written action list. No questions.

5 CHIEF EXECUTIVE'S REPORT

MWE and the Trustees thanked NG and AA for their tireless work for RGT and extended their best wishes for all future activities.

Trustees received the Paper as presented.

A Report of a serious incident to the Charity Commission

The Charity Commission has sent a copy of the complaint, together with their initial findings and further questions.

ACTION: MWE to respond at the earliest opportunity, ideally by 9 May.

MWE

Response to:

- 1. Advise that it is not an RGT objective to stop gambling.**

2. **Include information on Hilary Stewart-Jones stepping down as an independent trustee to avoid conflict of interest on appointment to role in the industry.**
3. **To be factual, unemotional and timely.**

ACTION: MWE to keep Trustees advised of progress.

MWE

6 RESPONSIBLE GAMBLING TRUST

6a Resolution to reinstate the Chair's voting rights

Trustees passed the formal resolution to reinstate the Chair's voting rights.

ACTION: MWE to arrange for signed resolution paperwork to be filed with Companies House and the Charity Commission

MWE

6b RGT Strategy 2016-2021 (Draft)

IC reported on the feedback received from RGSB and Gambling Commission.

After discussions, it was agreed that the strategy was to be amended to include the financial explanation for the strategy covering 5 years and details of specific fundraising actions within the RGT fundraising strategy of encouraging voluntary contributions based on an industry-engaged CSR model.

ACTION: IC to amend the Strategy for review/approval at July Board Meeting.

IC

6c GambleAware Strategy

Trustees received a short presentation from media agency 18 Feet and Rising on the possible directions of GambleAware brand.

Trustees discussed ambitions to integrate messaging and tag lines with IGRG/Senet Group social messaging project to make the Gambleware website the default mechanism for providing advice, and ensuring any media campaign was sufficiently connected to treatment services, before considering the media proposals.

Trustees agreed to pursue the re-brand of the website to BeGambleAware.org

ACTION: IC to take proposal to the GambleAware panel.

IC

6d RGT Communications Strategy

Trustees reviewed the Paper as presented, together with a short presentation from Atlas Partners (Communications Agency)

Trustees considered the proposal to use GambleAware as the "trading as" name for Responsible Gambling Trust (which would remain the registered company/charity name).

ACTION: Charity name proposal to be tabled for discussion at July Board Meeting.

IC

6e Risk Register

Trustees reviewed the Risk Register as presented.

ACTION: Only top level risks to be reviewed at future Board Meetings.

IC

7 FUNDRAISING

Trustees received the Paper as presented.

NG congratulated AA on 2015/16 success.

AA advised Trustees that NCF have retained £85,000 of 2015/16 donations collected from members for Focal Research to develop an algorithm to identify problem gambling. Also, NCF has warned that it intends to retain a further £85,000 in 2016/17. MWE advised that the commissioning of research by industry directly would lead to questions about the independence of the research. Also it remains to be seen whether the methodology employed by Focal Research would be sufficiently open to public scrutiny. The Gambling Commission and RGSB will be concerned to ensure that the research advances rather than diverts resources away from the stated priorities of the RGSB.

ACTION: MWE to pursue with Chair of NCF prior to issuing an invoice for NCF to release the collected donations to RGT.

MWE

8 RESEARCH

8a Research Committee Update

Trustees received the Paper as presented.

Two summaries of the secondary analysis research were distributed to the Trustees at the meeting.

ACTION: Secondary Analysis Research to be published by 31 May 2016

MWE

It was noted that the large number of research papers to be reviewed in a short period of time was placing a strain on the members of Research Committee, particularly in the absence of a research expert on the RGT staff.

The Research Committee will undertake a review of the quantity of research projects being commissioned as well as considering alternative systems, such as working committees, for reviewing the research papers, and recruiting a Director of Research.

ACTION: Research Committee to review the need for a Director of Research.

MWE

9 TREATMENT AND HARM-MINIMISATION

9a Activity Update

Trustees received the Paper as presented.

9b Treatment services procurement, 2017

Trustees received the Paper as presented.

ACTION: JR to circulate Treatment Services Specification for review by end of May.

JR

ACTION: JR to circulate ADP's review and recommendations for an improved model of care to all Trustees.

JR

10 STAKEHOLDER ACTIVITY

No additional stakeholder activity to be discussed.

11 ANY OTHER BUSINESS

There was no other business to be discussed.

NEXT RGT BOARD MEETING & AGM

Date: Thursday 7 July 2016

Time: 10:30 – 12:30

Venue: Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Kate Lampard (Chair)

DATE: _____

SIGNATURE: _____

Minutes of the Board of Trustees' Meeting

DATE	Friday 12 August 2016
TIME	2:00pm – 4.00pm
VENUE	Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Nick Harding	NH	Trustee
Clive Hawkswood	CH	Trustee
Alan Jamieson	AJ	Trustee
Kate Lampard	KL	Chair
IN ATTENDANCE		
Iain Corby	IC	Director of Operations and Development
Jane Rigbye	JR	Director of Commissioning – Harm Minimisation and Treatment
Natalie Simpson	NS	Operations Manager
Rose Wheeler	RW	Minutes
Jennifer Denchie	JD	Research and Commissioning Assistant
Paul Hope	PH	Gambling Commission Observer
Tim Livesley	TL	RGSB Observer
Duncan Booth	DB	DCMS Observer
Vanessa Pine	VP	Atlas Partners
APOLOGIES		
Patrick Sturgis	PS	Trustee
Jo Wolff	JW	Trustee
Brigid Simmonds	BS	Trustee
Marc Etches	MWE	Chief Executive

1 WELCOME & APOLOGIES

KL welcomed everyone, noted the resignation of Trustees Chris Brady and James Henderson, and introduced DB from DCMS

Apologies received from: PS, JW, BS, MWE.

KL thanked all Trustees for making time for one-to-one meetings with KL.

KL stated that Trustees may not send proxies to represent them Board Meetings, as trustees are not on the board as representatives of their organisations.

2 MINUTES OF PREVIOUS MEETING 5 May 2016

May minutes approved.

Editorial style note: acronyms to be avoided until they have been spelt out.

KL confirmed that her salary details should remain in the published minutes.

3 MATTERS ARISING – 5 May 2016

Refer written action list. No questions.

4 CHIEF EXECUTIVE'S REPORT

Trustees received the updated Paper as presented by IC.

Management Personnel

As agreed by email correspondence with the Trustees, recruitment of a Director of Research and Evaluation is in process.

Formation of audit and risk committee

Trustees discussed the proposal to create an Audit and Risk Committee consisting of HB (Chair) and NH. BS also to be asked to join the Committee, which will review:

1. The position of the auditors
2. Internal financial controls
3. The risk register.

Trustees voted to accept this proposal.

ACTION: Audit and Risk Committee to be set up. BS to be asked to join.

MWE

Remuneration committee

KL to join Remuneration Committee and step aside during discussions regarding her salary.

ACTION: NS to update website

NS

Trustee resignations

Chris Brady resigned on 12/08/2016.
James Henderson resigned on 12/08/2016.

ACTION: Official notification to be submitted to Charity Commission and Companies House

NS

Trustee recruitment and Board structure

Trustees discussed a brief for recruitment consultants for recruiting all new Trustees, and a skills audit will be undertaken. Changes to the structure and balance between independent and industry trustees were also discussed. KL asked Trustees to provide their views before the next Board Meeting, and if it is agreed that a cross-section of industry trustees is maintained, then two further independent trustees should be recruited.

ACTION: The trustee recruitment process to commence before the next Board meeting.

MWE

Banking

Trustees passed the formal resolution authorising a change of account signatories on the reserve account, removing Neil Goulden and adding KL and IC (in addition to existing MWE) as authorised signatories.

ACTION: MW to update bank mandate.

MW

Fundraising

Trustees asked PH to contribute to a Paper about the information the Gambling Commission can provide regarding what companies declare as their level of charitable giving on their annual returns.

ACTION: IC to provide Paper for September Board Meeting

IC

5 RESPONSIBLE GAMBLING TRUST

Trustees received the Paper as presented.

5a RGT Strategy 2016-2021 (Draft)

Trustees received the Paper as presented.

IC advised that, as an outcome of discussions with RGSB, figures on spending will require updating.

Page 25, item 7.19 relating to receipt of voluntary settlements needs to be edited – as the use of the word “direct” overstates the Gambling Commission’s influence over the company’s choice of beneficiary.

Page 3, item 2.7 to be edited to read ‘mostly funded by voluntary donations from the gambling industry...’

Trustees requested review of KPIs, some of which were considered insufficiently ambitious. In particular, the KPI for raising awareness of GambleAware and the need to add a KPI for increasing Camelot’s contribution were discussed. Trustees requested KPIs to be robust and justified on grounds of cost and/or advice.

IC advised that Camelot (National Lottery) have, on a number of very recent occasions, made it clear that they do not consider their activities as part of the gambling industry.

PH advised that the National Lottery licence is subject to different requirements for giving to Research, Education and Treatment.

It was expected that statistics would reveal a high number of Camelot's customers are at risk of gambling-related harm. If so, Trustees approved the proposal to include this information in the strategy.

ACTION: IC to research supporting evidence/statistics to substantiate a strongly worded reference to the number of problem gamblers using Camelot products.

IC

ACTION: IC to amend the Strategy for review/approval at September Board Meeting.

IC

5b GambleAware Strategy

Trustees received the Paper as presented.

Proposal for a further £60K media spend to be added to agenda for consideration at September Board meeting.

Trustees approved a further £50K investment in digital promotion of GambleAware for 2016/17 financial year (as requested in the updated Chief Executive's report).

Trustees agreed to approve the proposal to legally change the name of the charity to GambleAware. The initial name change would be to 'Responsible Gambling Trust trading as GambleAware'.

ACTION: Start the process of changing the charity's name immediately.

IC

5c Review of Advisory Panels

Trustees received the Paper as presented.

Trustees welcomed the new Committees structure and requested refined terms of reference for consideration at the September Board meeting. Trustees considered the option of an additional Industry Engagement Panel, and were content for management to undertake the work without the need Trustee participation. Committees and Panels should meet 4 times per annum.

ACTION: MWE to provide detailed Terms of Reference for all Committees and Panels. Draft Research Committee Terms of Reference to be circulated to Committee members before the next Board meeting.

MWE

5d Risk Register

Trustees reviewed the Risk Register as presented.

Trustees requested that fraud risks be added to the register and that item 28 on public perception be edited to remove the word 'industry'.

It was agreed that the Audit Committee would review the register.

ACTION: IC to revise the Risk Register before Audit Committee convenes.

IC

5e Communications Activity

VP from Atlas Partners absented herself from the meeting while IC presented a report on Atlas Partners PR's activities.

Trustees agreed to extension of Atlas Partners' contract until the end of the financial year.

6 RESEARCH

6a Research Committee Update

Trustees received the Paper as presented by NS.

7 TREATMENT AND HARM-MINIMISATION

7a Activity Update

Trustees received the Paper as presented.

Trustees were advised that attendance at National Clinicians' Network Forum (NCNF) meetings could be improved if smaller services providers had help towards travel costs.

Trustees agreed to establishment of £10,000 travel cost fund for NCNF events, available small service providers.

7b Treatment Services Procurement, 2017

Trustees received the Paper as presented.

The Data Reporting Framework was discussed. It was agreed that this would need to be peer-reviewed and the data would be validated by the University of Manchester next year.

ACTION: JR to produce a one-page summary of DRF Headline Report for publication. Include explicit disclaimer that RGT is only reporting, but does not audit, information received.

JR

7c Gordon Moody development proposal

Trustees received the Paper as presented.

Residential plans are on hold until the GMA contract has been renewed.

8 STAKEHOLDER ACTIVITY

It was noted that RGSB is recruiting for new Board members.

9 ANY OTHER BUSINESS

None.

NEXT RGT BOARD MEETING & AGM

Date: Thursday 29 September 2016

Time: 10:30 – 12:30

Venue: Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Kate Lampard

DATE: _____

SIGNATURE: _____

GambleAware

Minutes of the Board of Trustees' Meeting

DATE	Thursday 29 September 2016
TIME	10:30am – 12:30pm
VENUE	Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Nick Harding	NH	Trustee
Clive Hawkswood	CH	Trustee
Alan Jamieson	AJ	Trustee
Kate Lampard	KL	Trustee (Chair)
Brigid Simmonds	BS	Trustee
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Iain Corby	IC	Director of Operations and Development
Jennifer Denchie	JD	Research and Commissioning Assistant
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Jane Rigby	JR	Director of Commissioning – Harm Minimisation and Treatment
Natalie Simpson	NS	Operations Manager
Rose Wheeler	RW	Minutes
Paul Hope	PH	Gambling Commission Observer
Tim Livesley	TL	RGSB Observer
Ronnie Whittington	RWh	DCMS Observer
Charlie Napier	CN	Atlas Partners
APOLOGIES		
Patrick Sturgis	PS	Trustee

1 WELCOME & APOLOGIES

KL welcomed everyone, and introduced Cinta Esmel who took up the post of Director of Fundraising on 26 September.

Apologies received from: PS

2 MINUTES OF PREVIOUS MEETING 12 August 2016

Amendments required:

Add to paragraph on formation of audit and risk committee: HB to review accounts and make recommendations to the committee.

Amend 7a: Trustees agreed to the establishment of a £10,000 travel fund to be available to small service providers.

3 MATTERS ARISING – 12 August 2016

Refer written action list. No questions.

4 CHIEF EXECUTIVE'S REPORT

Trustees received the Paper as presented.

Management Accounts

It was noted that Trustees will review expenditure on overheads when operational budgets are presented at the January 2017 Board Meeting.

Management Personnel

Trustees agreed that the recruitment panel for the post of Director of Research should be: Marc Etches, Chief Executive; Kate Lampard, Chair; one representative from the RGSB or Gambling Commission – to represent both; and, ideally, chaired by Jo Wolff, Senior Independent Trustee. However, JW advised that work commitments may preclude him from participating. If necessary, additional assistance may be provided by other independent trustees and the remuneration committee.

ACTION: MWE to co-ordinate formation of recruitment panel and set interview dates.

MWE

5 RESPONSIBLE GAMBLING TRUST

5a RGT Strategy 2016-2021

Trustees received the Paper as presented.

Trustees and observers discussed possible minor adjustments to the style and content of the draft strategy paper.

ACTION: Trustees to provide their comments to IC.

Trustees

ACTION: IC to provide a short Paper on evidence of harm in relation to lottery products.

IC

5b Review of committees and expert panels

Trustees received the Paper as presented.

After some discussion, Trustees concluded that:

An Independent Trustee is to be included on the Industry Engagement Committee.

The individual Committees will agree the most appropriate make-up of their Expert Panels and make their recommendations to the Board.

Clause 1.6 of the Terms of Reference regarding non-disclosure agreements needs to include information supplied by third parties.

ACTION: Trustees to submit their comments on the Terms of Reference to MWE. Trustees

Trustees confirmed their agreement to the refined Committees and Panels structure.

Trustees confirmed that, once the new Committees and Panels structure is in place, Board Meetings will only be necessary four times per year.

ACTION: MWE to convene Committees and set meeting dates for 2017. MWE

ACTION: Each Committee to agree the make-up of its Panel and make its recommendation to the Board. Committee Chairs

5c Trustee recruitment and Board structure

Trustees received the Paper as presented.

Trustees agreed that the trustee skills gaps identified should inform future trustee recruitment.

Trustees agreed that the Board requires one more Industry Trustee and two more Independent Trustees.

The Trustees agreed on the need to use the services of an agency to find two suitably skilled Independent Trustees.

ACTION: MWE to employ GatenbySanderson to recruit two Independent Trustees. MWE

It was noted that there are a limited number of suitable potential candidates for the position of Industry Trustee. Trustees agreed that the most cost-effective recruitment method would be for HB to canvass senior colleagues in the industry to ascertain if they would apply for the post.

ACTION: HB to canvass potential candidates for Industry Trustee. HB

5d BeGambleAware update

Trustees received the Paper as presented and considered the request for an additional £50,000 for the 15-24 campaign.

Trustees agreed to increase the budget for the 15-24 BeGambleAware campaign by £50,000, to a total of £100,000.

ACTION: IC/CH to discuss compliance implications of using Be at the beginning of GambleAware IC/CH

ACTION: Trustees to provide JR with feedback on website BeGambleAware.org. Trustees

5e Communications Report

Trustees received the Paper and Atlas Partners (AP) discussion document as presented.

Trustees rejected the proposed statements and positioning as set out in 'taking a stance on stakes and prizes' in the AP discussion paper. Trustees were unanimous in agreeing that whatever RGT might say ought to be based solely on evidence derived from the body of research commissioned by RGT.

ACTION: IC to provide research-based Q&A for circulation to the Trustees **IC**

All Party Parliamentary Group on Fixed Odds Betting Terminals (APPG)

Trustees agreed to accept the invitation to give evidence to the APPG on FOBTs on 1 November. Trustees agreed to do this in concert with RGSB, and on the basis that neither KL nor Sir Chris Kelly are available on this date, an alternative date will be requested.

ACTION: MWE to respond to APPG to ask for an alternative date **MWE**

6 FUNDRAISING

6a Collaborating with the Gambling Commission

Trustees received the Paper as presented.

Trustees noted the management's progress in this area and endorsed the actions agreed so far.

7 RESEARCH

7a Research Committee Updated

Trustees received the Paper as presented.

Trustees noted that J Pattinson, recipient of a PhD funding grant, has passed her PhD.

8 TREATMENT AND HARM-MINIMISATION

8a Treatment services procurement, 2017

Trustees received the Paper as presented and noted that following the advice of the Treatment Expert Panel all service providers have been invited to resubmit funding proposals

9 STAKEHOLDER ACTIVITY

None

10 ANY OTHER BUSINESS

None

NEXT RGT BOARD MEETING & AGM

Date: Thursday 3 November 2016

Time: 10:30am – 12:30pm – AGM from 12:30pm – 1:00pm

Venue: Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Kate Lampard - Chair

DATE: _____

SIGNATURE: _____

GambleAware

Minutes of the Board of Trustees' Meeting

DATE	Thursday 3 November 2016
TIME	10:30am – 12:30pm
VENUE	Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Nick Harding	NH	Trustee
Clive Hawkswood	CH	Trustee
Kate Lampard	KL	Trustee (Chair)
Brigid Simmonds	BS	Trustee
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Iain Corby	IC	Director of Operations and Development
Jennifer Denchie	JD	Research and Commissioning Assistant
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Jane Rigby	JR	Director of Commissioning – Harm Minimisation and Treatment
Natalie Simpson	NS	Operations Manager
Rose Wheeler	RW	Minutes
Tim Livesley	TL	RGSB Observer
Ronnie Whittington	RWh	DCMS Observer
Charlie Napier	CN	Atlas Partners
APOLOGIES		
Patrick Sturgis	PS	Trustee
Alan Jamieson	AJ	Trustee
Paul Hope	PH	Gambling Commission Observer

1 WELCOME & APOLOGIES

KL welcomed everyone.

Apologies received from: PS, AJ, PH

2 MINUTES OF PREVIOUS MEETING 29 Sept 2016

Approved.

3 MATTERS ARISING – 29 September 2016

Refer written action list – additional comments:

- | | | |
|----|---|--------|
| 5b | Review of Committees and Expert Panels - No further comments from trustees. MWE will bring review to the January meeting. | MWE |
| 5c | KL is arranging a meeting with Jim Mullen. | KL |
| 5e | MWE and KL to attend APPG on 22 November – in concert with RGSB. | KL/MWE |

4 CHIEF EXECUTIVE'S REPORT

Trustees received the Paper as presented.

ACTION: Audit and Risk Committee (ARC) to review accounts on a quarterly basis and take recommendations to the full Board HB

ARC has reviewed and approved annual accounts and financial statements 2015-16 for submission to the full Board at the AGM

KL met with Tracey Crouch for a broad conversation about the re-positioning of the charity, and the implications for funding.

Trustees discussed and agreed amendments to the GambleAware Strategy 2016-21.

As the estimated potential income from the National Lottery has been revised, the £1.4million funding gap in year 5 needs to be addressed in due course.

ACTION: Incorporate the amendments and re-circulate to Trustees IC

ACTION: Produce Q&A for distribution to Trustees IC

ACTION: Distribute the accompanying press statement to Trustees prior to publication IC

ACTION: Publish the Strategy and written press statement via the Press Association IC

5 RESPONSIBLE GAMBLING TRUST

5a Name Change and Update

The Trustees received a verbal presentation from IC.

5b Communications report

Trustees received the Paper as presented.

Trustees reviewed the proposed GambleAware key messages to be used as the basis for the submission to the All Party Parliamentary Group on Fixed Odds Betting Terminals (APPG) and the DCMS consultation on gambling machines and social responsibility measures.

ACTION: All further comments to be provided to IC/MWE ALL

ACTION: MWE to summarise research the charity has commissioned and published. MWE

5c Conference 2016

NS provided a verbal update on the arrangements for the 2-day annual conference and dinner.

6 AUDIT AND RISK (ARC)

6a Terms of Reference (ToR)

HB reported on the first ARC meeting held on 7 October and confirmed the following:

- ARC will meet a minimum of three times a year (January/April/September);
- ARC will review quarterly management accounts and report to full Board;
- ARC will review budget proposals and report to full Board;
- NS is to be appointed as Company Secretary.

The Trustees reviewed and approved the ToR as presented subject to the following amendments:

1.2 All Trustees have the right to attend as observers

5.2 Remove 'independent'

Trustees agreed to publish the amended ToR on the corporate website. NS

ACTION: Formalise the appointment of NS as Company Secretary MWE

6b Annual Report and Financial Accounts

On the recommendation of the ARC, the Trustees approved Report and Financial Accounts for the year ended 31 March 2016.

HB reported that ARC was satisfied that the current financial management of the charity was operating well. However, it will be reviewing existing financial controls at its next meeting in January 2017 and will consider the need to separate banking accounts for 'operations/overheads' and 'beneficiaries'.

ACTION: MWE to present a paper to ARC on financial controls including the separation of banking arrangements for operations and beneficiaries MWE

6c Expenses Policy

Trustees approved the expenses policy subject to an amendment regarding any individual expense in excess of £1,000 requiring ARC approval.

ACTION: Insert a statement that an individual expense that exceeds £1,000 is to be reviewed by ARC IC

7 FUNDRAISING

7a Activity Update

Trustees reviewed the Paper as presented.

Trustees discussed the management of donor requests to make restricted donations. It was agreed that, for those who wished to give restricted funds in addition to their 0.1% GGY, the donor's wishes and charity objectives needed to be linked and that donors would be offered themes, rather than specific organisations or projects to support.

ACTION: CE to produce a draft fundraising strategy for the January board meeting

CE

CE

8 RESEARCH AND EVALUATION

8a Activity Update

Trustees reviewed the Paper as presented.

PricewaterhouseCooper's report on Player Awareness Systems has been published.

There has been a good response to the ITT for 'innovative' research projects.

9 TREATMENT AND HARM-MINIMISATION

9a Activity Update

The Trustees reviewed the Paper as presented.

JR advised that the Treatment Panel's recommendations regarding the ongoing procurement process for the National Gambling Helpline and treatment services will be presented for review and approval at the January board meeting.

10 STAKEHOLDER ACTIVITY

RGSB will publish a position paper on gambling-related harm as a public health issue in December.

11 ANY OTHER BUSINESS

ACTION: 2017 board meeting dates to be circulated

RW

NEXT RGT BOARD MEETING & AGM

Date: Thursday 12 January 2017

Time: 10:30am – 12:30pm

Venue: Gordon Dadds – Boardroom, 6-11 Agar Street, London, WC2N 4HN

APPROVAL OF MINUTES

NAME: Kate Lampard - Chair

DATE: _____

SIGNATURE: _____