

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Thursday 8 March 2018
TIME	10.00am – 12.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Saffron Cordery	SC	Trustee (from item 2 onwards)
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee (from item 2 onwards)
Alan Jamieson	AJ	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Chris Pond	CP	Trustee (from item 6c onwards)
Brigid Simmonds	BS	Trustee
Patrick Sturgis	PS	Trustee (from item 6c onwards)
IN ATTENDANCE		
Iain Corby	IC	Deputy Chief Executive
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Beth Hiles	BH	DCMS observer
Tim Livesley	TL	RGSB observer (from item 6a onwards)
Vanessa Pine	VP	Atlas Partners observer
Helen Rhodes	HR	Gambling Commission observer
Jane Rigbye	JR	Director of Education
Natalie Simpson	NS	Operations Manager - minutes
Simon Thompson	ST	Interim Director of Commissioning
Clare Wyllie	CW	Director of Research & Evaluation
APOLOGIES		
Annette Dale-Perera	ADP	Trustee
Jim Mullen	JM	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from JM and ADP.

2. Appointment of trustees

Trustees confirmed the appointment of Saffron Cordery and Michelle Highman to the Board with immediate effect.

SC and MH joined the meeting.

3. Declarations of interest

There were no declarations of interest beyond those already recorded.

4. Minutes of meeting – 13 December 2017

The minutes of the Board of trustees' meeting held on 13 December 2017 were approved as a true and accurate record.

5. Matters arising

Matters arising were all complete or to be discussed later in the meeting.

6. GambleAware

a. Chief Executive's report

The Chief Executive's report was received as presented.

Gambling Commission - it was noted that GambleAware and the Gambling Commission have agreed to establish a communications protocol between the two organisations, in light of recent concerns by the Commission regarding certain GambleAware communications. Trustees requested that any such concerns in future are shared at the earliest moment with GambleAware.

Review of current arrangements for funding research, education and treatment (RET) - the Commission's review of current RET arrangements was discussed. Trustees expressed surprise that there was a perception for some that GambleAware is seeking to hold a monopoly of RET funding. It was agreed that positive communication regarding GambleAware's core role in RET funding would be useful: the charity has a clear strategic position of seeking to work in partnership with others and is focusing on raising the required minimum of 0.1% of gross gaming yield from the industry.

Trustees and personnel

SG has agreed to serve as Deputy Chair of trustees and Chair of the Education and Treatment Committee. AK has taken over as Chair of the Research and Evaluation Committee.

Committee membership will be revised in light the addition of new trustees to the Board.

Action: MWE to circulate details of the new Director of Commissioning (Treatment Services).

b. Special resolution on change of name

Trustees passed a special resolution to change the name of the organisation to GambleAware. The charity currently functions as the Responsible Gambling Trust operating as GambleAware.

c. Charitable purpose

Charity Governance Code - it was noted that the Board will review the remaining six of the seven principles of the Code over the coming year.

Charitable objects, vision and mission - trustees discussed the proposed revision to the charitable objects in order to accurately express all of the charity's purposes.

Action: MWE to draft succinct revised objects and seek Charity Commission approval for the changes. A special resolution will be passed by the Board to change the objects before the next Board meeting.

CP joined the meeting.

Campaigning and political activity - there was discussion of the strategic decision taken by trustees at the recent Board away-day that the organisation should confine itself to advocacy and influencing. It was noted that in any event GambleAware follows the campaigning and political activity guidance provided by the Charity Commission.

PS joined the meeting.

7. Audit & Risk Committee

a. Audit and Risk Committee (ARC) meeting minutes

The draft ARC meeting minutes were received as presented.

It was noted that although there were concerns about cash-flow earlier in the year, there will be a considerable operating surplus at year-end. Cash-flow issues have been caused by uncertainty of when funding will be received and the difficulty of planning for any voluntary settlements provided to GambleAware.

Safeguarding - a draft safeguarding policy was received by ARC and will be shared with the Board by the end of March.

b. Q3 management accounts

9-month management accounts to 31 December 2017 were noted.

c. Financial budgets, 2018-20

The proposed financial budgets for 2018-20 were agreed as presented.

8. Commissioning plans 2018-20

In summary, **Trustees agreed** to designate funds as presented below, subject to more specific designation by the relevant Committees. The management team will proceed to update the current five-year strategy and two-year commissioning plan for Board approval, via email, with the intention of publishing the revised documents in April 2018.

a. Research

Trustees agreed the proposed allocation of budget for research and evaluation for 2018-19 and 2019-20 based on an increase of the budget allocated in 2017/18 and 2018/19 of £1.5 million to £4 million. The allocations are based on commitments to deliver the RGSB Research Programme, with a movement over the next three years towards the strategic direction for research and evaluation agreed by the Board:

- Over time, shifting to a diversified model of research delivery, with varied approaches to commissioning and harnessing where appropriate the specialist research commissioning capacity already in other institutions.
- Facilitating the development, exchange and application of evidence to bring about positive change.

b. Education

Trustees agreed the proposed allocation of budget for education for 2018-19 and 2019-20 based on an increase of the budget allocated in 2017-18 and 2018-19 of £1 million to £1.8 million.

c. Treatment

Trustees agreed the revised two-year forecast for allocation of budget for treatment for 2018-19 and 2019-20 of £7 million per year.

Concern was expressed about whether there is adequate funding designated to meet increased demand. It was noted that contingency funding is available.

9. Safer gambling campaign and advertising

Safer gambling campaign - Trustees agreed to designate up to £1 million in funding in both 2018 and 2019 to support the creation (£500k) and delivery through non-TV media including community activation (£500k). It was agreed that efforts will be made to encourage the gambling industry to contribute both funding and expertise to the campaign.

Advertising – trustees considered whether the ‘voices’ campaign, aired in Wales in January, should be repeated in England and Scotland.

Action: IC to circulate the ‘voices’ advert to trustees, before any decision is made about expanding the campaign.

10. Stakeholder Engagement Committee

a. Fundraising update

The fundraising update was received as presented.

Trustees agreed to adopt the Donations Acceptance Policy and noted in particular that in considering the acceptance of any donation, GambleAware will consider if the donation is compatible with the purposes and goals outlined in its Memorandum and Articles of Association, all relevant legislation, as well as, GambleAware policies and regulations. GambleAware will not accept donations which it believes:

- i. May have been illegally obtained
- ii. May have been unethically obtained or may otherwise undermine GambleAware's vision and values or counter GambleAware's interests
- iii. Are subject to conditions or restrictions that do not help fulfill GambleAware's charitable objectives or strategic aims or that run counter to those objectives or strategic aims
- iv. Influence the freedom and compromise the independence of GambleAware
- v. Expose GambleAware to undue adverse publicity or reputational risk
- vi. Cost GambleAware more than the benefit it derives from it.

11. Stakeholder activity

None.

12. Any other business

None.

13. Remuneration Committee

Management and observers left the meeting.

A separate note of this item is available from AJ.

Next GambleAware Board meeting

Date: Thursday 14 June 2018

Time: 10.00am – 12.30pm

Venue: Gordon Dadds, 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 14 June 2018
TIME	10.00am – 12.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Saffron Cordery	SC	Trustee
Annette Dale-Perera	ADP	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Alan Jamieson	AJ	Trustee
Kate Lampard	KL	Trustee / Chair (item 5a onwards)
Chris Pond	CP	Trustee
Brigid Simmonds	BS	Trustee
IN ATTENDANCE		
Bianca Bailey Wilson	BBW	Research & Impact Manager
Iain Corby	IC	Deputy Chief Executive
Jennifer Denchie	JD	Education Officer
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Alexander Kallman	AK	Fundraising Officer
John McCracken	JM	Director of Commissioning (treatment services)
Polly Newall	PN	Research & Impact Manager
Vanessa Pine	VP	Atlas Partners observer (item 2 onwards)
Rachel Redwood	RR	DCMS observer (item 5a onwards)
Helen Rhodes	HR	Gambling Commission observer
Jane Rigbye	JR	Director of Education
Natalie Simpson	NS	Operations Manager - minutes
APOLOGIES		
Henry Birch	HB	Trustee
Anthony Kessell	AK	Trustee
Patrick Sturgis	PS	Trustee

1. Welcome and apologies

SG welcomed everyone to the meeting.

Apologies were received from HB, AK and PS. Apologies were also received from Clare Wyllie (Director of Research and Evaluation) and Tim Livesley (RGSB observer).

2. Declarations of interest

The following declarations of interest were made:

- CP declared a new declaration of interest as he will commence as an advisor with Centaurus Communications in a months' time. Internal records will be updated accordingly.
- Item 6a 'Audit and Risk Committee meeting' – GambleAware's auditors are also auditors of The Money Charity, of which CP is Chair and MH is CEO.
- Item 7b 'Progress against Strategic Delivery Plan 2018-20 – Education' - SG reminded trustees of a previously declared interest, as SH is a trustee of the Royal Society of Public Health, which will receive funding for two projects: workforce development and young people and families.
- Item 7c 'Progress against Strategic Delivery Plan 2018-20 – Treatment'
 - ADP reminded trustees of a previously declared interest, as ADP is a trustee of Adfam, which will receive funding to deliver a project on family focused networks.
 - SC declared an interest as the grant-recipient CNWL NHS is a member of NHS Providers, for which SC is Deputy CEO.
- Item 7e.5 'Fundraising / Code of Fundraising practice' - CP declared an interest as he knows the Fundraising Regulator CEO very well.

There were no further declarations of interest, beyond those already recorded. Trustees were reminded that the charity wishes to be as transparent as possible regarding any potential conflicts of interest, and if there is any doubt as to whether to declare an interest, then it should be declared. Trustees' interests are published on the GambleAware website and staff interests are collated for internal records.

VP joined the meeting.

3. Minutes of meeting – 8 March 2018

The minutes of the Board of trustees' meeting held on 8 March 2018 were approved as a true and accurate record.

4. Matters arising

Matters arising were all complete or to be discussed later in the meeting.

5. GambleAware

a. Chief Executive's report

The Chief Executive's report was received as presented.

Fundraising Code compliance - trustees noted the advice received from GambleAware's lawyers, which provided reassurance that GambleAware operates within the Code of Fundraising Practice.

Fundraising and cash-flow - CE was thanked for all her fundraising efforts.

Strategic Delivery Plan 2018-20 - the Plan will be published next week and sent to the top 25 donors.

RR and KL joined the meeting.

Trustees - the following resignations from the Board were received, effective from the end of the current meeting:

- **HB** has resigned from his role in the gambling industry, and so will also step down as a trustee. Henry was thanked for all his support and advice.
- **ADP's** first term as a trustee ends in July, and due to an increase in other work commitments, ADP will step down as a trustee. ADP was thanked for all her support and input into treatment services.

It was agreed that no representatives from the gambling industry would be recruited onto the Board to replace HB, **and so the Board will have no trustees who are directly involved with the industry.** It was noted that BS is CEO of the British Beer and Pub Association, whose members do have Category C machines, although the members are regulated by Local Authorities and not the Gambling Commission.

There was discussion about the risk of having no industry involvement at Board level, in terms of being able to raise sufficient funds and have access to industry data for research. **It was agreed that Richard Flint, CEO of Sky Betting and Gaming, would be invited to join the Board an industry observer** to ensure the Board continues to benefit from direct contact with the industry at a senior level.¹ MWE and KL will discuss whether a second observer might be invited to join the Board.

Personnel - Trustees were informed that JM requires additional office support and a proposal has been seen by the Remuneration Committee for Ruth Champion (RC), Gordon Moody Association, to join GambleAware on a 6-month fixed-term basis. The position will then be recruited on an open basis. The cost of this additional support can be discussed with MWE following the meeting if required. **It was agreed that RC will be offered a position as Commissioning Manager for 6 months.**

b. Charitable purpose

The paper was received as presented and it was noted that the Charity Commission had objected to the suggested revised charitable objects, and specifically to "the advancement of research" object.

Trustees agreed to approach the Charity Commission to change the objects to the following, subject to a minor amendment to the "not exclusively" wording, to be agreed by CP and MWE:

(a) The advancement of education about gambling-related harm for the benefit of the public in Great Britain, in particular but not exclusively young people and those who are

¹ Trustees subsequently agreed not to proceed with having an industry observer on the Board and informed Richard Flint of that decision.

most vulnerable, by carrying out research, by providing advice and information, by raising awareness, and by making grants; and,

(b) The relief of those in Great Britain who are in need or at risk as a result of gambling, in particular but not exclusively, by carrying out research, by providing advice and information, by raising awareness, and by making grants for the provision of effective treatment, interventions and support.

6. Audit & Risk Committee

a. Audit and Risk Committee meeting

MWE provided a verbal update on the Audit & Risk Committee (ARC) meeting, which was held two days prior to the Board meeting.

Membership - a trustee recruitment process is currently underway, with the aim of recruiting new trustees with professional financial backgrounds, as well as commissioning treatment and research. One of the new recruits is likely to become the Chair of ARC.

Auditors - following a re-tender process, a recommendation has been provided by ARC to the Board that the current auditors are reappointed, but for no longer than the current audit partners' ten-year anniversary (which is in approximately two years' time).

It was agreed that Sayer Vincent are reappointed as the charity auditors until such time as the audit partner has been working with GambleAware for ten years.

b. Year-end accounts

Year-end management accounts to 31 March 2018 were received as presented. Trustees noted that charitable expenditure was 17% lower than forecast, mainly due to underspend in the research and education workstreams. This was partly due to the lack of cash-flow certainly until quarter 3 of the year. Overheads are higher than forecast, as a result of the increase in staff costs, due to higher staff numbers, recruitment costs and associated increase in rent for additional desk spaces.

The surplus of just over £6 million (including reserves) was noted. The revised budgets in the Strategic Delivery Plan 2018-20 take into consideration the 2017/18 underspend.

Trustees noted the designation of funds, and were advised that wording will be added to the final accounts to be clear when the designated funds will be spent within the different categories. The auditors are satisfied with the designation of funds in this way. Designated funds can be undesignated if required (for example, if there is another cash flow issue) in future.

Trustees noted that overheads are at 8%, against a target of keeping overheads under 10%. This will be noted in the final accounts.

c. Safeguarding policy

The paper was received as presented and trustees acknowledged that it is important that they familiarise themselves with safeguarding issues and they are ultimately responsible for assuring themselves about safeguarding.

An earlier version of the draft Safeguarding Policy was considered by ARC, and it has since been redrafted for clarity. Safeguarding procedures will be drafted separately.

Actions:

- JM to redraft the Safeguarding Policy to include: a clear definition of safeguarding; more explicit wording about the activities it covers and trustees obligations; and, cross-referencing with current advice from ACEVO/NCVO, etc.
- Safeguarding training for staff should be arranged.
- A presentation should be made to the Board about its safeguarding responsibilities.

d. GDPR compliance

The GDPR compliance paper was received as presented. Management are taking compliance actions seriously and the Board noted that the charity has a very clear plan to continue to work towards full GDPR compliance, in the context of some legal uncertainty about what full compliance looks like.

Ongoing work on compliance will be reported back to ARC.

7. Progress against Strategic Delivery Plan

The overview and highlights of progress against the Strategic Delivery Plan was received as presented.

a. Research

While progress is being made in building capacity to deliver gambling-related harm research, a proportion of the research community is still not willing to accept funds that originated from the gambling industry. There was discussion about whether the Gambling Commission could directly fund some research. The Commission intends to ask researchers what would enable them to engage in gambling research.

b. Education

Evaluation of education projects is currently undertaken at the end of the project and will now be considered at the outset of new projects.

Trustees were informed that specific proposals are being taken to the Education and Treatment Committee, which may lead to recommendations that the Board increases funding for this workstream.

Actions:

- JR to provide an update on discussions with banks about allowing their customers to block gambling transactions.
- JR and HR to discuss coordination of efforts with financial institutions.

Progress on the safer gambling campaign was noted and trustees will be kept fully informed as the campaign is being developed. Cost and reputational implications of the campaign will be considered, in terms of next steps once awareness has been raised in the target group.

It was agreed that it is essential to have the full backing of Public Health England for the campaign.

c. Treatment

The paper was received as presented. Trustees noted that the three-year grant with GamCare has now been signed and the grant performance review highlighted the commitment to strengthen the organisation. Print coverage of the GamCare funding agreement was distributed.

An update was provided on CNWL NHS Problem Gambling Clinic's 10th anniversary event, which was attended by the Secretary of State for Health and Social Care.

Actions:

- JM to actively follow up with NICE, who have received an NHS England referral to consider gambling addiction.
- JM to consider if a briefing should be provided to the Secretary of State's special advisor.

d. Engagement

The Stakeholder Engagement Committee's plans to create advisory panels was noted:

- A policy fair rather than a political advisory panel will be convened. The Committee had considered the possibility of forming an All Party Parliamentary Group, and it was agreed that this would not be the best use of resources or be the best way to further the charity's objectives.
- Welsh / Scottish representatives may be recruited (part-time employees or consultants) to represent GambleAware in these countries and to co-ordinate the activity of advisory boards.

e. Fundraising

The fundraising update paper was received as presented and an updated fundraising total for 2018/19 was provided.

Hard copies of the Code of Fundraising Practice and the Charity Commission's 'Charity fundraising: a guide to trustee duties' (CC20) guidance were made available to trustees.

The recommendation from the Stakeholder Engagement Committee that GambleAware should accept a restricted donation from the John Andrews Charitable Trust to be allocated to research, education or treatment in South Wales was approved.

Action: CE and HR to discuss the Gambling Commission's role relating to future voluntary settlements.

Publication of donations received will commence in July. A top donor has already donated this year and has accepted that the donation amount will be made public.

8. Stakeholder activity

None.

9. Any other business

None.

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Thursday 27 September 2018
TIME	2.00pm – 4.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Alan Jamieson	AJ	Trustee
Anthony Kessell	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Chris Pond	CP	Trustee
Brigid Simmonds	BS	Trustee
Marcantonio Spada	MS	Trustee (item 3 onwards)
Patrick Sturgis	PSt	Trustee (items 1 to 9)
IN ATTENDANCE		
Jack Carrington	JC	And Rising (item 9 only)
Iain Corby	IC	Deputy Chief Executive
Nina Doehmel-Macdonald	ND	Atlas Partners observer
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Richard Flint	RF	Sky Betting & Gaming observer (by phone – item 3 to 11)
Beth Hiles	BH	DCMS observer
Tim Livesley	TL	RGSB Secretariat observer
John McCracken	JM	Director of Commissioning (treatment services)
Charles Napier	CN	Atlas Partners observer
Jane Rigbye	JR	Director of Education
Natalie Simpson	NS	Operations Manager - minutes
Clare Wyllie	CW	Director of Research and Evaluation
APOLOGIES		
Saffron Cordery	SC	Trustee
Helen Rhodes	HR	Gambling Commission observer
Paul Simpson	PSi	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from SC and PSi and Gambling Commission observer, HR.

2. Appointment of trustees

AJ's second and final term of office has come to an end and so he will stand down as a trustee at the end of the current meeting. AJ was thanked for his service to GambleAware.

Trustees confirmed the appointment of Marcantonio Spada and Paul Simpson to the Board with immediate effect. A further discussion about appointment of trustees took place under item 12 below.

MS joined the meeting.

3. Declarations of interest

The following declarations of interest were made:

- AK has been appointed to the Council of Royal National Lifeboat Institution.

There were no further declarations of interest, beyond those already recorded.

4. Minutes of meeting – 14 June 2018

The minutes of the Board of trustees' meeting held on 14 June 2018 were approved as a true and accurate record.

5. Matters arising

Matters arising were all complete or to be discussed later in the meeting.

6. GambleAware

a. Chief Executive's report

The Chief Executive's report was received as presented.

Report of Serious Incident to Charity Commission – Trustees noted that GambleAware has not applied to be an Interested Person in the inquest being conducted by the Sheffield Coroner, and will attend the pre-inquest review hearing with Counsel. The Gambling Commission and DCMS have not yet confirmed whether or not they will attend.

A hard copy of the letter from GambleAware to the Coroner dated 27/9/18 was distributed to trustees at the end of the meeting.

RGSB position in relation to Safer Gambling Campaign – It was noted that while RGSB supports the focus of the Campaign and GambleAware's leading role, it has concerns about issues of perception of industry involvement in the Campaign. SG was thanked for her efforts to date with the Campaign.

Fundraising and cash-flow – Trustees received updated figures as presented.

Regulatory settlements – Trustees noted that the Gambling Commission is intending to reach prior agreement with companies about the charities to which regulatory settlements will be allocated, and to clarify with the relevant charity which individual projects will be identified by reference to the National Responsible Gambling Strategy.

Trustees agreed to accept regulatory settlements in the form of restricted donations on the basis that the purpose has been agreed by the Gambling Commission to accelerate progress towards the National Responsible Gambling Strategy (or its successor) so long as the intended purpose is in line with charitable objects. In any event, trustees will reserve the right to refuse to accept such donations.

b. Charitable purpose

In order to accurately express all of the charity's purposes, **Trustees passed a special resolution to change the charitable objects** to the following:

- a. The advancement of education about gambling-related harm for the benefit of the public in Great Britain, in particular young people and those who are most vulnerable, by carrying out research, by providing advice and information, by raising awareness, and by making grants; and,
- b. The relief of those in Great Britain who are in need or at risk as a result of gambling, in particular by carrying out research, by providing advice and information, by raising awareness, and by making grants for the provision of effective treatment, interventions and support.

A hard copy of the special resolution was circulated to trustees for signature.

c. Committee membership

The content of the paper was noted and Trustees re-confirmed existing committee membership and invited new trustees to participate in committees. MS agreed to join the Research & Evaluation Committee and the Education & Treatment Committee. SC will be asked to join the Audit and Risk Committee and PSi will be asked to join the Remuneration Committee and to Chair the Audit and Risk Committee.

d. Commissioning principle and thresholds

The papers were received as presented and trustees discussed commissioning policy and thresholds in relation to commissioning research, education and treatment (RET).

It was agreed that:

- historical exceptions to the commissioning principle of issuing public invitations to tender remain sufficiently reasonable and will be approved by a Committee in future, and;
- the following policy, recommended by the Research & Evaluation Committee at its 6 September meeting, will be adopted for all RET commissioning, subject to the

Education & Treatment Committee considering if the thresholds are high enough for treatment commissioning:

- <£20k: approach at minimum one supplier
- £20k – £50k: approach at minimum two suppliers
- £50k – £100k: approach at minimum three suppliers
- Over £100k: full commissioning process (further policy to be developed)
- Any exceptions to this policy need to be approved by a member of the Committee ahead of the commencement of procurement.
- For all cases, approval of appointment of a supplier must be by the Committee, following an assessment process and recommendation by the executive.
- The Committee will monitor which suppliers are approached and contracts awarded to ensure diverse and appropriate suppliers are sought.
- In line with GambleAware's conflict of interests' policy, RGSB members are able to bid for contracts from GambleAware, but need to declare their interest so the conflict can be appropriately managed. In the event that a member of the Responsible Gambling Strategy Board declares an interest in bidding, in all cases a competitive process will be followed even where the value is £20k or less (i.e. at least two suppliers will be approached).

Action: Education & Treatment Committee to consider if the commissioning policy thresholds are high enough for treatment commissioning.

e. Safeguarding

Trustees noted the recent and planned activity in relation to safeguarding. The safeguarding policy and procedure will be finalised following updated guidance from DfiD within the next month. **It was agreed** that a trustee would be appointed with lead responsibility for safeguarding.

Actions:

- JM to arrange safeguarding training for trustees subsequent to finalisation of the policy and procedure documents.
- KL to agree a lead trustee for safeguarding as soon as possible after the Board meeting.

f. Governance Code

An update on the Charity Governance Code self-assessment tool and action plan to improve governance standards was received as presented. All trustees will have an opportunity to complete a self-assessment tool for all seven principle of the Code by the end of the year.

7. Audit & Risk Committee

a. Minutes of last meeting

Minutes of the Audit and Risk Committee meeting held on 12 June 2018 were noted.

b. Annual accounts 2017/18

Year-end management accounts to 31 March 2018 will be reviewed by the Audit and Risk Committee prior to circulation to the full Board ahead of the Annual General Meeting in December.

The Audit and Risk Committee's proposed designation of funds was received as presented. The designated expenditure will reflect committed expenditure in line with the Strategic Delivery Plan and help convey the charity's intentions and the level of reserves on the balance sheet.

Trustees agreed to the proposed designated funds of £11,347,050. These funds remain unrestricted.

8. Progress against Strategic Delivery Plan 2018-20

The overview and highlights of progress against the Strategic Delivery Plan was received as presented.

a. Fundraising

The paper was received as presented and updated fundraising totals were provided.

At the end of the financial year, trustees will consider what actions could be taken if there are organisations who have not donated, or haven't donated as much as expected.

Information about 'underweight' donors has been provided to the Gambling Commission.

Action: Donations from those companies sponsoring shirts in British football gambling sponsorship to be discussed at the next Board meeting.

b. Research

Trustees noted that it has been agreed that the research budget will be treated as a rolling budget – i.e. as £8 million to be spent over two years rather than divided in half between the two. The funds should be committed in grants by April 2020 but can be paid out over a longer period. The majority of the projects will be in scoping stage in 2018/19 ahead of increased spend and commitment next financial year.

It was noted that the Research & Evaluation Committee, with RGSB and the Gambling Commission, have agreed to instigate now a substantial programme of work in an interdisciplinary university department, in likelihood commissioning with another funder (e.g., ESRC or Wellcome Trust). This is judged the most effective way to move forward high-quality research to understand, measure, monitor and address gambling-related harms. This programme will be designed to allow expansion/upscaling with additional funds if necessary and is a significant change in the way that GambleAware commissions research.

c. Education

The paper was received as presented. Trustees noted that around half of the £1.8 million budget for 2018/19 has been spent or allocated.

Management is considering the approach to evaluation of the Citizens Advice project.

d. Treatment

The paper was received as presented and it was noted that a meeting was recently held with GamCare trustees regarding assurance about systems and governance.

e. Engagement

The update on Engagement highlights, issues and decisions was received as presented. There was discussion about developing guidance for banks for vulnerable customers and for consumers about 'safer' banks. A proposal will be considered at the next Education and Treatment Committee meeting.

Gambling blocking software provision – Trustees emphasised that service users would be using the recommended blocking software at their own risk – relevant wording will be provided by GambleAware's lawyers.

Trustees approved the expenditure of up to £120,000 from within the £275,000 contingency in the agreed treatment budget, to fund GamBan blocking software for free for treatment service users. This is subject to ascertaining that the software is able to block apps. Trustees will be updated before this project is initiated.

Action: IC to establish whether the gambling blocking software blocks apps.

f. Research and Evaluation Committee decisions

Trustees approved the updated Research Governance and Commissioning procedure, which was updated by the Gambling Commission in discussion with the Responsible Gambling Strategy Board and GambleAware Research and Evaluation Committee.

9. 'Love the Game, Not the Gamble'

IC joined the meeting and presented the proposal for the 'Love the Game, Not the Gamble' social media campaign.

There was concern to use the word 'bet' rather than 'gamble', so as to be consistent with the rationale for the wider Safer Gambling Campaign. Overall, trustees were satisfied with the direction of the campaign as presented.

IC and PSt left the meeting.

10. Stakeholder activity

None.

11. Any other business

None.

12. Trustee discussion

Observers left the meeting.

Appointment of trustees – Trustees considered concerns, in particular those expressed by the Gambling Commission, to direct RET funds to organisations that are wholly independent of the gambling industry.

It was agreed that BS, whose first term of office has ended, would not be re-appointed to the Board, and Jim Mullen would not be invited to re-join the Board. Neither BS or JM are currently members of the industry, but it was noted that perception of independence was paramount.

BS was thanked for all her efforts as a trustee.

Trustees noted the importance of appropriate and proportionate engagement with the industry, and agreed to explore other mechanisms to communicate with the industry, including the appropriateness of inviting members of the industry to observe trustee meetings in the future.

Action: MWE to explore other mechanisms to communicate with the industry.

Gambling-related advertising – The paper was received as presented and trustees reviewed the charity's current position in relation to gambling-related advertising and marketing, particularly in relation to children and young people. GambleAware-funded research that is underway is unlikely to provide an unequivocal answer to whether the current level of gambling advertising causes harm, and so the precautionary principle is like to remain highly applicable. Trustees expressed strong views about GambleAware's independent voice on this issue.

Action: MWE to present to trustees the argument against saying children should not be exposed. A revised policy will then be agreed.

Next GambleAware Board meeting & AGM

Date: Thursday 13 December 2018

Time: 10.00am – 12.30pm

Venue: Gordon Dadds, 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 13 December 2018
TIME	10.00am – 12.15pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee (item 6 onwards)
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	PR	Trustee (item 2 onwards)
Chris Pond	CP	Trustee
Paul Simpson	PSi	Trustee
IN ATTENDANCE		
Iain Corby	IC	Deputy Chief Executive (items 1-10 only)
Cinta Esmel	CE	Director of Fundraising (items 1-10 only)
Marc Etches	MWE	Chief Executive
Beth Hiles	BH	DCMS observer (items 1-10 only)
John McCracken	JM	Director of Commissioning (treatment services) (items 1-10 only)
Charles Napier	CN	Atlas Partners observer (items 1-10 only)
Jane Rigbye	JR	Director of Education (items 1-10 only)
Helen Rhodes	HR	Gambling Commission observer (items 6-10 only)
Natalie Simpson	NS	Operations Manager – minutes (items 1-10 only)
APOLOGIES		
Anthony Kessel	AK	Trustee
Marcantonio Spada	MS	Trustee
Patrick Sturgis	PS	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from AK, MS and PS.

2. Appointment of trustees

Trustees confirmed the appointment of Rachel Pearce to the Board with immediate effect.

RP joined the meeting.

3. Declarations of interest

The following declarations of interest were made:

- CP has been appointed to the Board of the Money and Mental Health Policy Institute.
- SG re-declared Board membership of the Royal Society of Public Health, which now has grant agreements with GambleAware. SG is also on the Board of Public Health England, which is in discussion about possible funding with GambleAware.

There were no further declarations of interest, beyond those already recorded.

4. Minutes of meeting – 27 September 2018

The minutes of the Board of trustees' meeting held on 27 September 2018 were approved as a true and accurate record.

5. Matters arising

Action: Trustees (with the exception of MS, PSi and RP) were asked to complete the self-assessment tool for the Charity Governance Code.

It was noted that the discussion about GambleAware's policy on gambling-related advertising would be continued at the Board away-day in January.

All other matters arising were complete or to be discussed later in the meeting.

6. GambleAware

a. Chief Executive's report

The Chief Executive's report was received as presented.

Reports of serious incidents to Charity Commission – There was discussion about balancing the reputational impact and governance benefits if such incidents are over-reported by GambleAware, for example where a GambleAware-funded service provider is reporting a serious incident and GambleAware also makes a report for the same incident ("double-reporting"). It was noted that SC, as lead trustee on safeguarding matters, will have sight of any safeguarding incident and will inform the wider Board if necessary.

Action: Management to discuss with the charity's lawyers if double-reporting of serious incidents is recommended, and to draft a serious incident reporting policy for both standard

and double-reporting. The policy will then be published on the website, alongside information on the safeguarding policy, as discussed under item 6c.

MH and HR joined the meeting.

Hard copies of the Annual Review 2017/18 and GambleAware Conference programme were distributed.

Trustees **agreed** to apply for charitable status in Scotland.

Action: Trustees are requested to complete, sign and return to NS the application form for charitable status in Scotland by 21 December.

b. Committee membership

Trustees **agreed** to trustee membership of the various committees as presented in the paper. The following was also **agreed**:

- The current role of the Audit and Risk Committee to be revised in order for it to review and make recommendations to the Board about systems of internal control on financial and governance issues and oversee risk management, as well as reviewing the draft annual report and accounts and meeting with the external auditors as necessary.
- The Remuneration Committee to be replaced with a Finance, Administration and Remuneration Committee with a responsibility to review and recommend to the Board annual budgets, staff remuneration and benefits and oversee major property, IT, governance and other projects.

It was noted that the Research and Evaluation Committee is being drawn away from oversight of research programme delivery and into the minutiae of multiple research grant funding decisions in duplication of work done by peer reviewers and in-house and external experts. The Committee has therefore asked management to prepare a proposal to establish a separate Research Funding Committee, with trustee representation, to take future funding decisions within agreed parameters and financial thresholds.

c. Safeguarding

The recent and planned activity in relation to promoting safeguarding was received as presented.

SC was thanked for taking on the role of lead trustee on safeguarding matters.

Trustees **approved** the Safeguarding Policy, which will be reviewed at least annually.

7. Management accounts 6 months to 30 September 2018

The management accounts were received as presented. Quarterly accounts will now be provided to the Board, and will be adjusted to provide further clarity over expenditure against budget. Budgets will continue to be set outside of the Board meetings and then presented at Board meetings for approval.

Trustees noted that income has been significantly greater than expected due to regulatory settlements, although confirmation by the Gambling Commission as to how this money

ought to be spent continues to be outstanding. (Immediately following the meeting, HR made clear that the Gambling Commission was content to leave to GambleAware how best to direct regulatory settlement monies received to date providing they were directed at accelerating GambleAware's commissioning plans in line with the National Responsible Gambling Strategy.)

Expenditure was significantly less than expected, although funds have been designated for planned expenditure, totalling £32 million over the next two years. The importance of sustained funding for delivering treatment services, as well as anticipating and managing any increase in demand due to raised awareness as a consequence of the charity's activities was noted. Designation of funds will be further discussed at the Board away-day in January.

8. Progress against Strategic Delivery Plan 2018-20

The overview and highlights of progress against the Strategic Delivery Plan was received as presented.

a. Fundraising

The paper was received as presented. Efforts being made to increase donations from operators who donate below the recommended level of support were noted. Trustees discussed progress that is being made with raising awareness among other bodies who derive profit from gambling, such as football clubs, the media and internet service providers. The balance between raising funds and raising awareness will be discussed further at the Board away-day in January.

b. Research

The paper was received as presented and trustees noted the planned expenditure of £8 million on research and evaluation over the next two years.

c. Education

The education update and progress was received as presented.

d. Treatment

The treatment update paper was received as presented.

e. Engagement

The update on engagement highlights and issues was received as presented.

Trustees discussed and **agreed** that they are fully committed to funding the Safer Gambling Campaign in the event that the industry does not provide sufficient funding in a timely fashion. However, the expectation is that the industry will meet its commitment to the Government and, in any event, this will be a matter for the Minister to resolve. SG was thanked for her work on the campaign.

f. Education and Treatment Committee decision

The paper was received as presented and trustees **agreed** that there should be equity of access to treatment. Treatment need will be mapped and data presented to the Board.

Trustees **approved**, in principle, expenditure totalling £493k per annum on the following two projects:

- An uplift to GamCare's Grant Agreement from April 2019, with a requirement that the additional money be used to provide face-to-face services in counties not currently served by the network, subject to the Education and Treatment Committee approving the detail of the proposals; and
- Issue a variation to GamCare's Grant Agreement to fund cCBT from April 2019, as recommended by the Education and Treatment Committee.

It was **agreed** that future requests for spend will be clearer that it is spend and not budget approval.

9. Stakeholder activity

None.

10. Any other business

Atlas Partners were thanked for their work on increasing coverage of GambleAware in the media.

11. Trustee discussion

Observers and the management team, with the exception of MWE, left the meeting. Trustees discussed and agreed proposals to expand the management team in 2019 in response to the continued growth of charitable activity. Trustees also noted that the current office accommodation is insufficient, and agreed in principle to moving offices in the first quarter of 2019.

Next GambleAware Board meeting

Date: Thursday 14 March 2019

Time: 10.00am – 12.30pm

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