

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 14 March 2019
<b>TIME</b>	10.00am – 12.30pm
<b>VENUE</b>	GambleAware, Pennine Place, 2a Charing Cross Rd, London, WC2H 0HF

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee (item 4 onwards)
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee (item 5 onwards)
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee
Chris Pond	CP	Trustee
Paul Simpson	PSi	Trustee
Patrick Sturgis	PSt	Trustee (item 5-8d only)
<b>IN ATTENDANCE</b>		
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)
Zoe Osmond	ZO	Campaign Advisor (items 1-7 only)
Helen Rhodes	HR	Gambling Commission observer (items 1-10 only)
Natalie Simpson	NS	Operations Manager – minutes (items 1-10 only)
Clare Wyllie	CW	Director of Research (items 1 – 10 only)
<b>APOLOGIES</b>		
Iain Corby	IC	Deputy Chief Executive
Jane Rigbye	JR	Director of Education
Marcantonio Spada	MS	Trustee

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from IC, JR and MS.

## **2. Declarations of interest**

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

## **3. Minutes of meeting – 13 December 2018**

The minutes of the Board of trustees' meeting held on 13 December 2018 were approved as a true and accurate record.

SC joined the meeting.

## **4. Matters arising**

**Action:** Management to report back to the Board on whether the charity's lawyers recommend double-reporting of serious incidents (where a GambleAware-funded service provider is reporting a serious incident and GambleAware also makes a report for the same incident).

AK and PSt joined the meeting.

## **5. GambleAware**

### **a. Chief Executive's report**

The Chief Executive's report was received as presented.

**It was agreed** that the request for financial support from the All-Party Parliamentary Group on Gambling-Related Harms would not be funded.

**Staff recruitment/departures** - the staff update was noted and CE was thanked for her work for the charity.

**Conflict of interest policy** - the policy was reviewed and the following was agreed:

- RGSB's conflict of interest policy to be referenced with regard to providing guidance in making funding decisions.
- Any potential conflicts should be declared in a wider context and not just to GambleAware.

**Action:** Updated Conflict of interest policy to be approved at the next Board meeting.

### **b. Safeguarding**

The update on safeguarding procedures and activity was received as presented.

**Action:** JM to provide SC with the safeguarding procedures and arrange safeguarding training for trustees.

## **6. Financials**

### **a. Finance, Administration & Remuneration Committee (FARC) Terms of Reference**

The FARC Terms of Reference were **approved**, subject to specific amendments discussed.

A verbal update on the recent inaugural FARC meeting was provided and substantial matters were discussed under the next two agenda items below.

### **b. Management accounts 9 months to 31 December 2018**

The management accounts were received as presented.

**Action:** Donations-in-kind are to be added to the management accounts.

### **c. Overheads budget 2019/20**

The paper 'Overheads Budget 2019/20' was distributed, with a revised total figure from that in the Board paper GA 19 01 (07). The new overheads budget 2019/20 was **approved**.

### **d. Outline budgets 2019/20 & 2020/21**

The outline budgets and, in particular, income fluctuation were noted. HR advised that GambleAware could not rely on being the recipient of regulatory settlement funding in future.

There was discussion about the proportion of future expenditure to education compared with research and treatment.

#### **Actions:**

- MWE committed to representing Tables B and C in Board paper GA 19 01 (08) to the E&T and R&E Committees for further discussion prior to resubmitting to the Board of trustees. The words "core" and "additional" will be updated to "essential" and "should be doing". Underpinning principles will be clearly defined to reflect: the ongoing nature of spending commitments rather than suggesting work is done on a project basis; co-dependency assumptions from partnership work, and; and the importance of addressing unmet need.
- The Board will review the proportions allocated to R, E and T in the budget at the next Board meeting.

## **7. Safer Gambling Campaign**

The Bet Regret campaign presentation was received as presented and SG was thanked for all of her work on the campaign.

#### **Actions:**

- Campaign Board meeting minutes are to be presented at future Board and Audit & Risk Committee meetings.

- ZO to circulate the link to the third Bet Regret video.

## **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 fundraising update was received as presented. There was discussion about finding a balance for any public statement at the end of the financial year about companies who don't donate or donate less than the recommended levels, whilst noting that it is a voluntary system. It was noted that there is a public record of correspondence between GambleAware and the Public Accounts Committee regarding Camelot donations. It was suggested that a note is added to the list of donations regarding the fact that some companies choose to make RET donations elsewhere.

It was suggested that communications with the industry could focus on investments that could be made to achieve charitable activities, rather than focus on the obligation to fund.

### **b. Research**

Research progress against the strategic delivery plan was received as presented. It was noted that some costs are not yet clear as the associated projects are not yet fully scoped.

### **c. Education and Engagement**

The education update and progress was received as presented.

It was noted that the Engagement Delivery Chart required updating.

### **d. Treatment**

The treatment update paper was received as presented.

PSt left the meeting.

**Action:** PSi asked that spending on treatment should be presented in a way that the Strategic Delivery Plan can be compared with the management accounts.

### **e. GambleAware-funded treatment system: naming**

The paper was received as presented and **it was agreed** that the name of the treatment system will be the National Gambling Treatment Service.

## **9. Stakeholder activity**

### **a. Gambling Commission's National Strategy**

The update on developing the National Strategy to Reduce Gambling Harms was received as presented and the Commission's logical approach was broadly welcomed. It was noted

that the Commission is intending to launch the new strategy at the end of April, and thereafter intends to: i) respond to consultation on LCCP RET requirements; ii) publish an implementation plan for the strategy; and, iii) specify governance arrangements to deliver the strategy including “replacement of out-of-date Statement of Intent”.

It was noted that the Commission is working with GambleAware with the aim of getting the lived experience voice into ongoing implementation of the strategy. Trustees also offered to work with the Commission on pulling together the wider work being done by other bodies in the field.

#### **10. Any other business**

There was no AOB.

#### **11. Trustee discussion**

Observers and the management team, with the exception of MWE, left the meeting. A note on this item is available from MWE.

#### **Next GambleAware Board meeting**

Date: Thursday 6 June 2019

Time: 10.00am – 12.30pm

Venue: London Mathematical Society - DeMorgan House, 57-58 Russell Square, London, WC1B 4HS

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 6 June 2019
<b>TIME</b>	10.00am – 12.30pm
<b>VENUE</b>	London Mathematical Society, De Morgan House, 57-58 Russell Square, London, WC1B 4HS

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair (items 1-2 and 4 onwards)
Rachel Pearce	RP	Trustee (from item 5 onwards)
Paul Simpson	PSi	Trustee
Patrick Sturgis	PSt	Trustee (from item 6a onwards)
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Interim Programme Manager (items 1-11 only)
Marc Etches	MWE	Chief Executive
John McCracken	JM	Director of Commissioning (treatment services) (items 1-11 and part of item 12 only)
Charles Napier	CN	Atlas Partners observer (items 1-11 only)
Zoe Osmond	ZO	Campaign Advisor (items 1-11 and part of item 12 only)
Rachel Redwood	RR	DCMS observer (items 1-11 only)
Jane Rigbye	JR	Director of Education (items 1-11 only)
Sonal Shah	SS	HR Manager (items 1-11 and part of item 12 only)
Natalie Simpson	NS	Operations Manager – minutes (items 1-11 only)
<b>APOLOGIES</b>		
Michelle Highman	MH	Trustee
Chris Pond	CP	Trustee
Helen Rhodes	HR	Gambling Commission observer
Marcantonio Spada	MS	Trustee
Clare Wyllie	CW	Director of Research & Evaluation

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from MH, CP, HR, MS and CW.

## **2. Declarations of interest**

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

## **3. Reappointment of Chair**

KL left the meeting.

It was noted that KL's first three-year term as Chair of trustees would end on 22 June 2019.

**It was agreed that KL would be re-appointed as Chair for a further, and final, three-year term.**

KL joined the meeting.

## **4. Minutes of meeting – 14 March 2019**

The minutes of the Board of trustees' meeting held on 14 March 2019 were approved as a true and accurate record, subject to a minor correction.

## **5. Matters arising**

**Reporting of serious incidents to the Charity Commission:** It was noted that although double-reporting of serious incidents to the Charity Commission (where a GambleAware-funded service provider is reporting a serious incident and GambleAware also makes a report for the same incident) is only required where it materially affects GambleAware, trustees have a wide understanding of material damage, in terms of potential impact on the charity's reputation or financial status as well as harm to beneficiaries.

**Safeguarding:** Trustees were informed that any safeguarding issues that have been raised are shared with SC (as lead-safeguarding trustee) and KL in the first instance and shared more widely with the rest of the Board as necessary.

RP joined the meeting.

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

## **6. GambleAware**

### **a. Chief Executive's report**

The Chief Executive's report was received as presented.

**Matters of concern: Fundraising in 2019/20** - GambleAware has written to the Gambling Commission expressing concern that a lack of clarity about any proposed new

arrangements around the current voluntary donation-based system could have the unintended consequence of diverting funding from the necessary work undertaken by GambleAware and destabilising existing provision of services.

**Matters of concern: Return of donation** - the Gambling Commission has informed GambleAware that a donation of £54,000 from a gambling business was received by GambleAware rather than being directed to the victims of the crimes involved as had been intended by the police, regulator and other parties involved. Trustees are satisfied that there is sufficient oversight of the matter by the regulator and **approved the re-direction of this money in consultation with the company involved.**

**Financial matters** - income and expenditure figures from the early draft annual accounts 2018/19 were noted, and in particular the significant achievement of the level of overall expenditure of £13.6 million (compared to £8.3 million in 2017/18 and against a budget of £14.6 million).

PSt joined the meeting.

**Conflict of interest policy and declaration of interests form** - **the policy and form were approved by the Board**, subject to minor amendments including the removal of the requirement to consider the interests of extended family.

There was discussion about the extent to which trustees can advise potential grant-recipients on funding applications and it was acknowledged that while advice can be provided, trustees would not and could not be a financial beneficiary or collaborator for any GambleAware-funded projects.

**Data protection policy** - **the policy was approved by the Board**, subject to being explicit in the policy that it also refers to GDPR.

**Fraud and whistleblowing policy** - **the policy was approved by the Board.**

## **b. Special resolution amending Articles**

**Trustees passed a special resolution to amend the charity's Articles** to insert a clause in order to ensure that property can not be distributed for any purpose other than a charitable purpose. This will satisfy the requirement by the Scottish Charity Regulator that the governing document complies with Scottish charity law. GambleAware's application to be entered into the Scottish Charity Register will subsequently be accepted.

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

## **c. Safeguarding matters**

The update on safeguarding procedures and activity was received as presented.

**It was agreed** that one hour would be dedicated for safeguarding training facilitated by an independent expert at the next Board meeting.

## **d. HR matters**

SS provided an update on the new role of HR Manager and steps that will be taken to reduce employment risks to the organisation.



It was noted that a pay review will be undertaken in 2020 on a more systematic basis than previous reviews.

## **7. Financials**

### **a. Audit & Risk Committee (ARC)**

The minutes of the ARC meeting held on 14 March 2019 were received as presented. No major financial issues were reported. It was noted that the top risk to the organisation, regarding potentially altered tripartite arrangements impacting funding and scope of work, was being partially mitigated by holding trustee-only sessions at Board meetings.

### **b. Finance, Administration & Remuneration Committee (FARC)**

The minutes of the FARC meeting held on 5 March 2019 were received as presented. It was noted that with all current grant commitments, surplus cash is around £2 million, and these spending plans should be communicated widely. £10 million income is required in the current year but the charity is not reliant on regulatory settlements for income. However, fundraising to date this year has been underwhelming, presumably due to uncertainty from the Gambling Commission regarding RET funding.

Staff were encouraged to speak up if they are overburdened with work, given the volume of work required with increasing levels of expenditure.

### **c. Fundraising**

The fundraising update was received as presented and companies that did not donate to GambleAware in 2018/19 were noted, including Sky Betting & Gaming and 888. MWE will request sight of the audited regulatory returns with respect to RET donations from the Gambling Commission. He will meet BetFred next week to discuss its level of donation.

## **8. Commissioning**

### **a. Programme and project management**

AC provided an update on the programme and project development framework and the intention to standardise approaches across the organisation, and to reduce reporting requirements on the management team.

Examples of 'project on a page' and 'programme on a page' management tools were circulated and it was suggested that impact, resource and investment should all be considered for each project.

### **b. Research**

Research progress against the strategic delivery plan at the end of year 1 was received as presented. The importance of setting up a large national research centre was noted.

**Action:** AC to consider the development of evidence maps of 'what works' in prevention and treatment.

### **c. Prevention**

The prevention update and progress was received as presented.

### **d. Treatment**

The treatment update paper was noted and the paper 'National Gambling Helpline: extended hours' was circulated. Trustees discussed the proposal for a time-limited pilot to inform whether 24/7 operation of the Helpline should be a permanent feature, in order to assist people who gamble at night.

**It was agreed** that a two-year 24/7 Helpline pilot would be funded at £348k pa, with a review of the pilot after one year.

## **9. Communications & Engagement**

### **a. Communications review**

The communications and engagement update was received as presented and the review of activities and consultation with interested parties was noted. An industry engagement panel later in the month will update the industry on the Bet Regret campaign.

### **b. Safer Gambling Campaign Board (SGCB)**

The minutes of the SGCB meeting held on 19 March 2019 were received as presented. It was noted that the results of the tracking survey of media activity is positive and findings will be shared with the Board. A five-a-side competition in partnership with the England Football Supporters Federation has been launched.

## **10. Stakeholder activity**

Trustees were informed that DCMS has initiated joint meetings with DCMS, DHSC, Gambling Commission, GambleAware, Public Health England and others.

## **11. Any other business**

A letter received from Gambling with Lives expressing serious concerns about the service provided by GambleAware and GamCare was circulated. **It was agreed** that a response to the letter will be drafted and sent in the Chair's name.

## **12. Trustee discussion**

Observers and the management team, with the exception of MWE and SS, left the meeting.

SS left the meeting and ZO and JM re-joined the meeting.

ZO and JM left the meeting.

A note on this item is available from MWE.

## **Next GambleAware Board meeting**

Date: Thursday 26 September 2019

Time: 10.00am – 12.30pm

Venue: London Mathematical Society - DeMorgan House, 57-58 Russell Square, London, WC1B 4HS

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 26 September 2019
<b>TIME</b>	10.00am – 12.45pm
<b>VENUE</b>	London Mathematical Society, De Morgan House, 57-58 Russell Square, London, WC1B 4HS

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee (item 6a onwards)
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee (items 1 to 7 and part of item 8 only)
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (items 1 – 10 only)
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Interim Programme Manager (items 1-10 and part of item 11 only)
Marc Etches	MWE	Chief Executive
John McCracken	JM	Director of Commissioning (treatment services) (items 1-10 and part of item 11 only)
Charles Napier	CN	Atlas Partners observer (items 1-10 only)
Tom Oldfield	TO	DCMS observer (items 1-10 only)
Zoe Osmond	ZO	Campaign Advisor (items 1-10 only)
Jane Rigbye	JR	Director of Education (minutes) (items 1-10 only)
Sonal Shah	SS	HR Manager (items 1-10 and part of item 11 only)
<b>APOLOGIES</b>		
Tim Livesley	TL	Gambling Commission observer
Chris Pond	CP	Trustee
Helen Rhodes	HR	Gambling Commission observer
Paul Simpson	PS	Trustee
Marcantonio Spada	MS	Trustee
Anna van der Gaag	AV	ABSG Observer

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from TL, CP, HR, PS, MS and AV.

## **2. Declarations of interest**

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

## **3. Minutes of meeting – 6 June 2019**

The minutes of the Board of trustees' meeting held on 6 June 2019 were approved as a true and accurate record.

## **4. Matters arising**

All other matters arising were self-explanatory or to be discussed later in the meeting.

## **5. GambleAware**

### **a. Chief Executive's report**

The Chief Executive's report was received as presented.

**Matters for information: Public Health England:** AK emphasised the importance of PHE's document 'Principles for engaging with industry stakeholders', and advised trustees to bear this in mind when forward planning.

**Matters for information: Jack Ritchie inquest** - The Coroner has determined that Article 2 of the European Convention on Human Rights (ECHR) is engaged, and that a number of parties have been asked to be witnesses, including GambleAware. MWE will meet with legal counsel to receive advice on a response, which is due by 4 October.

**Matters for information: Board evaluation:** MWE reported that best practice is for Board performance to be reviewed every three years. Trustees discussed and agreed that this should be put in motion. ACTION: MWE to follow up. AK offered to advise having experienced this process elsewhere.

**Trustees and personnel: Patrick Sturgis** has stepped down, and as such the Board now has 9 trustees. The Board was asked to consider whether a replacement should be sought. DECISION: The Board determined to await the outcome of the Board evaluation exercise before determining what skills should be sought to replace Patrick.

**Trustees and personnel: Peter Holt** will join on 2 October as Chief Finance Officer. First tasks will include reviewing financial processes and reviewing activity against the Strategic Delivery Plan 2018 – 2020, with a view to reporting to the Board in December.

**Expenses Policy: the policy and form were approved by the Board**, subject to minor amendments including a typographical error; clarification that all individual items of expenditure over £1000 will be reviewed; and that travel by taxi will be allowed at anti-social hours.

**Trustee Code of Conduct:** the policy was approved by the Board, subject to the section on mediation being reworded for clarity.

**Audit and Risk Terms of Reference:** ARC approval was noted by the Board.

### **b. Safeguarding matters**

The update on safeguarding procedures and activity was received as presented.

JM provided an update on a safeguarding incident at a provider's premises and the subsequent notification GambleAware provided to the Charity Commission.

SG joined the meeting.

## **6. Financials**

### **a. Quarter 1 Management Accounts**

The update provided by MWE was received as presented.

### **b. Cash Flow**

MWE led a discussion about how surplus funds had been designated in previous years, and the resulting position which is that the existing commitments exceed the current cash balance. As such trustees were advised that they should no longer think of the charity as having a surplus, and that ensuring funds are raised to deliver existing commitments and expand current activity is essential.

### **c. Audit and Risk Committee – 6 June 2019**

Minutes were noted as presented.

### **d. Finance, Admin & Rem Com – 5 June 2019**

Terms of Reference were noted as presented.

### **e. Fundraising**

MWE talked through the report as presented. Trustees noted that although recent donations have improved the picture, fundraising totals to date remain at a lower level than this time last year.

ZO reported that funding for the SGC was almost on target, having raised £3.4 million of the £3.7 million promised.

## **7. Commissioning update**

### **a. Research**

The paper was received as presented.

### **b. Prevention**

JR reported that Simon Smith has now joined the team as Education Manager, and that the team is working to improve grant management processes to ensure robust monitoring and reporting.

JR noted recent developments in work with the Ministry of Defence. The Education and Treatment Committee will receive a fuller report in due course.

JR noted that the Education and Treatment Committee have approved a proposal from Citizens Advice Scotland for £200k per year to deliver the model tested by CA England and Wales across the whole of Scotland from 2020.

### **c. Treatment**

JM noted that both the cCBT offer and the 24/7 helpline begin operation next month (October).

Work with ViewIt continues to proceed well.

A Memorandum of Understanding is being drawn up to describe how GambleAware will work with NHSE and PHE in respect of care pathways.

JM updated on discussions with the CQC, noting that work is underway to plan a scoping exercise with a view to beginning inspections in April 2021.

MWE reminded trustees that GambleAware and GamCare were both named as key partners in the recent NHS Implementation Plan.

**CNWL Funding request** - Trustees discussed and approved the CNWL proposal for screening, signposting and treatment within the HMP Surrey estate, subject to the Education & Treatment Committee being satisfied on the outstanding issues identified at their meeting on 3 July. The agreed expenditure is £338k/£343k/£351k for an initial period of 3 years: total £1.0m.

## **8. Communications & Engagement**

### **a. Communications – future strategy**

ZO presented the communications strategy. Trustees advised that rather than focus on public health, the focus should be more broad to include health and wellbeing, mental health etc. SG also noted that the three countries should be properly represented (e.g. PHE, PHW and its Scottish equivalent). ZO to revise in conjunction with SMT and return to trustees for comment.

### **b. Safer Gambling Campaign Board (SGCB) – 13 June 2019**

The minutes of the Safer Gambling Campaign Board meeting held on 13 June were taken as read.

### **c. Bet Regret – research and delivery update**

ZO updated on the Safer Gambling Campaign, including that David James has been secured as an ambassador for Bet Regret.

MWE noted that the campaign has been a great unifier and that there has been good external support for the campaign.

SG requested that DCMS be asked to give a view on whether this activity should be extended past year two. MWE suggested that this activity should be part of the organisations 'business as usual'.

## **9. Stakeholder activity**

TO updated trustees on the appointment of a new Minister for Arts, Heritage, Tourism and Gambling – Helen Whately MP.

## **10. Any other business**

None.

## **11. Trustee discussion**

Observers and the management team, with the exception of MWE, AC, JM and SS, left the meeting.

A note on this item is available from MWE.

## **Next GambleAware Board meeting**

Date: 12 December 2019

Time: 10.00am – 12.30pm

Venue: London Mathematical Society - DeMorgan House, 57-58 Russell Square, London, WC1B 4HS



# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 12 December 2019
<b>TIME</b>	10.00am – 12.15pm
<b>VENUE</b>	London Mathematical Society, De Morgan House, 57-58 Russell Square, London, WC1B 4HS

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (by phone)
Chris Pond	CP	Trustee (items 7c -10 only)
Paul Simpson	PS	Trustee
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Interim Research Director (items 1-10 only)
Marc Etches	MWE	Chief Executive (items 1-10 and part of 11 only)
Sarah Evans	SE	Atlas Partners observer (items 1-10 only)
Peter Holt	PH	Chief Finance Officer (items 1-10 only)
Jack Knight	JK	Atlas Partners observer (items 1-10 only)
John McCracken	JM	Director of Commissioning (treatment services) (items 1-10 only)
Charlotte Meller	CM	Gambling Commission observer (items 1-10 only)
Tom Oldfield	TO	DCMS observer (items 1-10 only)
Zoe Osmond	ZO	Communications & Engagement Director (items 1-10 only)
Helen Owen	HO	Senior Research Consultant (items 1-10 only)
Jane Rigbye	JR	Director of Education (items 1-10 only)
Sonal Shah	SS	HR Manager (items 1-10 and part of 11 only)
Natalie Simpson	NS	Operations Manager (minutes) (items 1-10 only)
Amy Sweet	AS	Research Manager (items 1-10 only)
<b>APOLOGIES</b>		
Anthony Kessel	AK	Trustee
Marcantonio Spada	MS	Trustee

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from AK and MS.

## **2. Declarations of interest**

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

## **3. Minutes of meeting – 26 September 2019**

The minutes of the Board of trustees' meeting held on 26 September 2019 were approved as a true and accurate record.

## **4. Matters arising**

The following matter from the last Board meeting is ongoing and will be dealt with in the new year:

**Action:** MWE to arrange an external review of the Board.

## **5. GambleAware**

### **a. Chief Executive's report**

The Chief Executive's report was received as presented.

**Matters for information – data breach** – trustees noted that the Information Commissioners Office and Charity Commission are both satisfied that GambleAware managed the recent data breach appropriately. The breach was also discussed and recorded at recent Audit & Risk and Finance, Admin & Remuneration Committee meetings, and trustees took assurance from the quick reaction and handling of the situation by management.

**Matters for information – Serious Incident Report** – the independent investigation into a treatment provider commissioned by GambleAware has been completed by Verita and initial findings indicate that GambleAware should not be concerned about the service provided by the treatment provider. It was noted that KL is an occasional consultant for Verita and has not been involved in the investigation in any way.

**Matters for information – RET review** – GambleAware has now submitted an application to the Gambling Commission to be on the approved list for annual LCCP RET (Licence conditions and codes of practice / Research Education Treatment) contributions.

**Action:** CM to report back to the Board on whether the Commission will publish a list of organisations who were unsuccessful in their applications to be on the LCCP RET approved list, and if there is any limit on the number of approved organisations.

**Trustees and personnel** – trustee and staff engagement was discussed.

**Action:** MWE to consider trustee and staff engagement, which may include new staff attending Board meetings on rotation.

**Policy decisions – Health & Safety Policy** – the revised Policy was approved, having been approved by the Audit & Risk Committee in March, subject to full Board approval. It was noted that health and safety training is provided to all new staff and then again every two to three years.

**b. Safeguarding matters**

The update on safeguarding procedures and activity was noted and the Safeguarding Policy was received by the Board for its annual renewal.

**Action:** The Safeguarding Policy to be updated to refer to children and young people, as well as adults.

**6. Financials**

**a. Quarter 2 Management Accounts**

The management accounts were received as presented and the significant underspend on research was noted – this has been largely due to staff capacity only recently being reached. There is a risk of underspend on research by the end of the current financial year.

**b. Cash Flow**

The cash flow was received as presented and the significant decrease in donations compared to the same period in the past two years was noted. Potential donors who have not donated or pledged will be contacted by GambleAware in the new year and asked to donate.

Cash is being transferred from the 32-day account in order to cover costs due to uncertain income. It was noted that the operation of the charity as a going concern was discussed at the recent Audit & Risk Committee and a paper reassuring trustees that the charity is a going concern will be presented to the AGM following the Board meeting.

**Action:** A shorter financial report with highlights to be presented at the next Board meeting, rather than full management accounts and cash flow.

**c. Audit and Risk Committee (ARC) – 31 October 2019**

ARC minutes were received as presented and points to note that were discussed by the Committee included:

- The need to be clear that the charity is a going concern.
- The need to strengthen governance and assurance processes now that the charity has grown to a medium-sized organisation, although it was noted that there were no significant gaps in these processes previously in the organisation.
- The risk register is being updated with a 5x5 matrix used to classify risk.

**d. Finance, Admin & Remuneration Committee (FARC) – 22 October 2019**

FARC minutes were received as presented.

**Procurement and payment processes – the approach to procurement, contract authorisation, purchase order creation, invoice approval and payment processes was agreed and recommended to the full Board.**

Trustees discussed the need to be pragmatic in striking an appropriate balance between improving processes while maintaining momentum in expanding the charity's funded

activity in line with agreed strategic plans. This will require the full engagement of the Education & Treatment and the Research & Evaluation Committees in determining a commissioning framework appropriate for GambleAware, and how best to expand the range of service provision. Trustees agreed that it may not always be appropriate nor possible to go out for more than one tender, due to speciality services or incremental improvement of existing services, for example. Concerns were raised regarding the practicality of the proposed £100k limit for a single tender waiver (STW), given the known values of some work-streams currently in development.

**Action:** E&T and R&E Committees to collaborate on agreeing a commissioning framework to be presented to FARC, prior to bring back to the full Board.

#### **e. Fundraising**

The fundraising paper was received as presented. It was suggested that end-of-year figures are presented against the 0.1% GGY figure for each operator, but GambleAware does not have access to this information and so it can only be measured against the entire industry GGY figure.

### **7. Commissioning update**

#### **a. Research**

The research and evaluation update was received as presented.

**Gambling Data Centre – trustees approved the scope for the Gambling Data Centre and proposed next steps which require internal staff resources only at this stage, in order to reach a shared agreement between GambleAware and the Gambling Commission on the scope of the initiative.** A red line for the Board is the principle to develop the Centre in such a way as to ensure it is not dependent on funding from voluntary sources in the long term.

#### **b. Prevention**

The prevention activity update was received as presented.

#### **c. Treatment**

The treatment update was received as presented.

CP joined the meeting.

**National Gambling Helpline funding** – trustees requested that assurance about the length and content of calls to the Helpline is made clearer. It was suggested that a larger envelope is included in future contracts, as an increase in delivery is desirable and so it should not be necessary to request additional funding from the Board in such circumstances. A new commissioning strategy as well as treatment trajectory analysis and secondary analysis of data should be able to address any similar increase in treatment capacity and subsequent funding in the future.

**Trustees:**

- **Endorsed the planning assumption that helpline call volumes are likely to increase and noted current understaffing of the helpline;**
- **Tasked the Education & Treatment Committee with reviewing options for future provision of the National Gambling Helpline; and**
- **Approved £227,808 pa to enable urgent recruitment of 6 additional Helpline staff.**

**Action:** Stories to be used to illustrate the evaluation of GamCare's service.

**Treatment gap analysis** – a presentation on preliminary findings was made. The work will be disseminated regionally and will inform the future commissioning framework. The research is significant due to the large sample size and so possible additional demand on services will be considered before publication of the research.

## **8. Communications & Engagement**

### **a. Safer Gambling Campaign (SGC) Board – 7 November 2019**

The minutes of the SGC Board meeting held on 7 November were taken as read. Trustees received a presentation highlighting the Football Supporters' Association Awards dinner and a summary of the end of the first year of the SGC.

### **b. Website procurement**

Trustee discussed the request to secure a new agency to become GambleAware's website and digital agency partner and agreed that the BeGambleAware website is no longer fit for purpose. **Trustees approved the initial investment of £110,000 (subject to AAR review) to on board a new agency but also to implement some new ideas to optimise the websites and develop new social media assets.** This is subject to further clarity being provided to the Board about the governance and procurement process.

**Action:** ZO to provide trustees with further information about the process for selecting the final agencies.

The second phase of approval will be for development of a new build website – a detailed process that can cost between £200,000-400,000 subject to requirements.

## **9. Stakeholder activity**

None.

## **10. Any other business**

None.

CP left the meeting.

## **11. Trustee discussion**

Observers and the management team, with the exception of MWE and SS, left the meeting.

SS then left the meeting.

A note on this item is available from MWE.