



GambleAware[®]

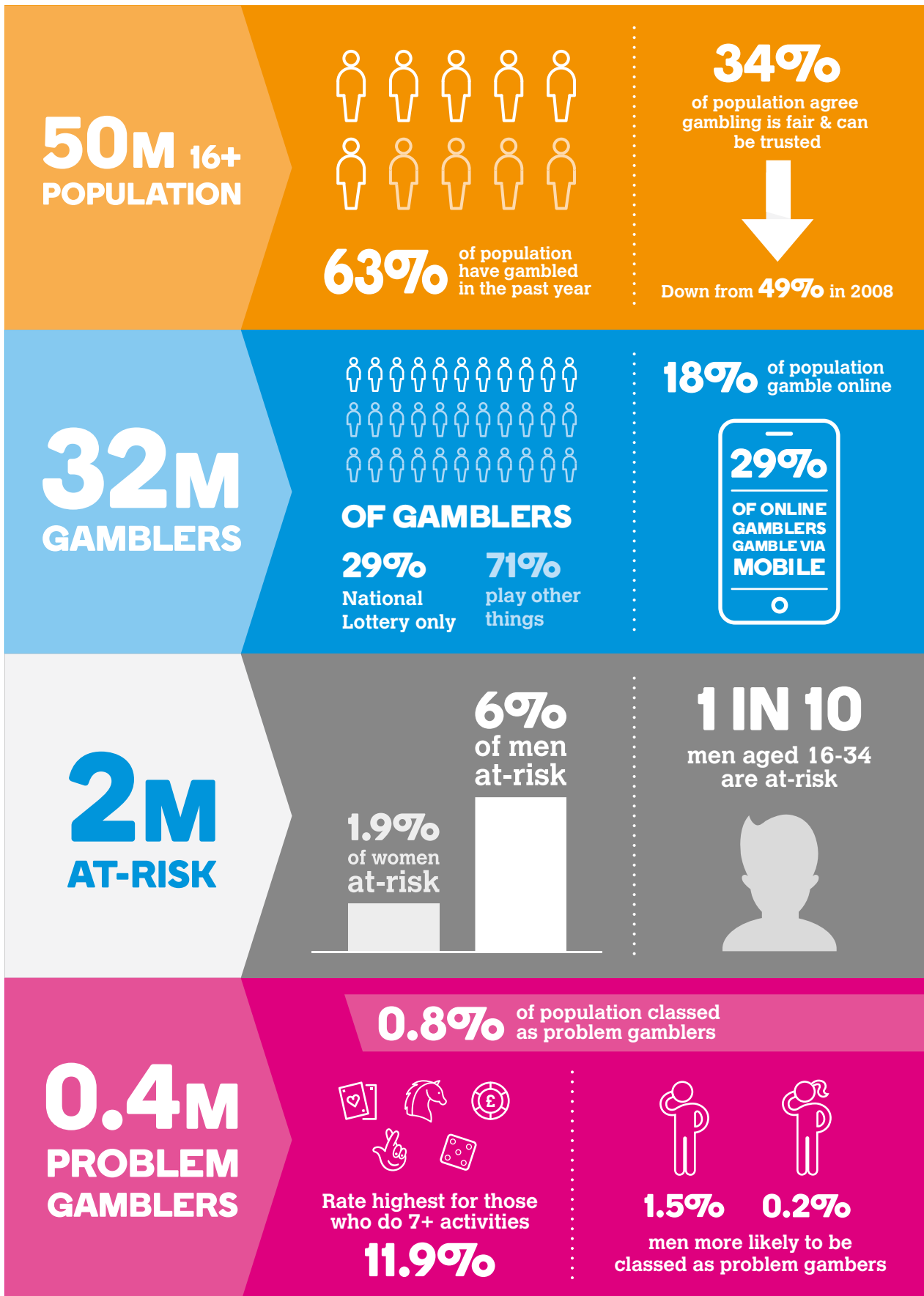
**STRATEGIC
DELIVERY
PLAN
2018-2020**

about.gambleaware.org

CONTENTS

- 5 Foreword**
- 6 Vision, Mission & Values**
- 7 Our Charitable Activities**
- 8 Research & Evaluation**
- 10 Education & Harm-Prevention**
- 12 Treatment & Support**
- 14 Engagement**
- 15 Financial Sustainability**
- 16 Two-Year Financial Plan**
- 17 National Responsible Gambling Strategy**
- 18 Delivering the National Responsible Gambling Strategy**

CONSUMERS AND GAMBLING



Source: <http://www.gamblingcommission.gov.uk/PDF/Strategy-2018-2021.pdf>

FOREWORD

Kate Lampard CBE

Chair of the Board of Trustees



Trustees published a five-year strategy in November 2016, and committed to reviewing progress annually to ensure that our commissioning and grant-funding plans continue to be relevant and appropriate to our charitable objective of helping to reduce gambling-related harms in Britain.

The purpose of this document is to make clear our strategic priorities for the next two years.

In Britain, it is estimated that 430,000 people have a gambling problem and another 2 million are at risk of developing one. This is a public health issue that requires a broad array of organisations to work collaboratively to help reduce gambling-related harms.

The fact that fewer than 2 per cent of problem gamblers are receiving treatment represents a significant gap in the provision of specialist services. With nearly 400,000 11 to 16-year-old children gambling weekly in England and Wales (including 25,000 defined as problem gamblers), there is a need for significant investment in education and harm-prevention activity. And further evidence is needed to increase understanding and ensure what we and others deliver makes a positive difference.

We welcome the Gambling Commission's review of the current arrangements for funding Research, Education and Treatment (RET). We hope it will lead to an increased and more reliable source of funding for our commissioning of the core elements of the National Responsible Gambling Strategy, and will allow for additional, innovative contributions from other third sector and government bodies.

Our priority is to ensure that sufficient core funding is raised through the current voluntary system and is strategically allocated in accordance with the priorities set by the Gambling Commission, as advised by the Responsible Gambling Strategy Board. We would welcome additional funding towards RET as a whole, and we are excited by the prospect of working alongside, and in collaboration with, the multiple organisations it will take to deliver this at greater scale. However, our essential task is to ensure the core requirement is delivered, and to set the standard for quality across all three areas of RET.

In the last two years, we have demonstrated our independence, strengthened governance arrangements, increased capacity, and sharpened our focus. We now have a solid foundation to deliver our commissioning plans more efficiently and more effectively.

The goal is to close the gap between the number of those getting treatment and those who need it by increasing the range, quality and quantity of early interventions and treatment, and by preventing people from getting into difficulty in the first place.

VISION, MISSION & VALUES

VISION

Our vision is that fewer people in Britain suffer from gambling-related harms.

MISSION

We work to achieve our vision by making it our mission to:

- **Broaden public understanding of gambling-related harms**, in particular as a public health issue;
- **Advance the cause of harm-prevention** so as to help build resilience, in particular in relation to the young and those most vulnerable to gambling-related harms; and
- **Help those who do develop gambling-related harms** get the support that they need quickly and effectively.

We aim to deliver our mission by working to become the primary national 'knowledge hub' in relation to gambling-related harms, and an independent thought-leader and trusted expert, using evidence to speak truth to power, and giving voice to lived experience. Specifically, we will:

- **Invest in research** that makes a positive and practical difference to reducing gambling-related harms in Britain;
- **Invest in education, prevention and the most effective interventions** to reduce gambling-related harms in Britain within the resources available;
- **Provide information and advice** about the nature of gambling, the risks associated and where to go for help if needed;
- **Reach out** to vulnerable groups and communities to reduce the risk of gambling-related harms;
- **Work in partnership** with other organisations, agencies and experts to help reduce the risk of gambling-related harms;
- **Contribute to the development** of public policy and raise awareness of the challenges of reducing gambling-related harms.

VALUES

Our values guide our behaviour and shape everything we do. We are committed to:

- **Act with integrity** – we will always seek to behave with honesty, fairness and decency;
- **Be evidence-based** – in the absence of evidence we will apply the precautionary principle when appropriate to fulfil our charitable purpose;
- **Maximise impact and value for money** – we will always seek to work positively and strategically with stakeholders to maximise impact and value for money.

OUR CHARITABLE ACTIVITIES

RESEARCH



GambleAware broadens the understanding of gambling-related harms as a public health issue, and improves our knowledge of what works in prevention, education and treatment.

GambleAware aims to improve the evidence base around 'what works' in terms of understanding the nature and impacts of gambling, prevention of gambling-related harms, and provision of effective services. In so doing, we wish to continue the shift of focus beyond the individual to include products and the broader gambling environment, in line with a public health approach.

GambleAware's research activity is guided by the Responsible Gambling Strategy Board Research Programme, and supports the National Responsible Gambling Strategy. Its independence is ensured by the Research Governance and Commissioning Procedure agreed with the Gambling Commission.

Commissioned research is peer-reviewed by international academic experts and published via the GambleAware website. We follow Research Council policy regarding research ethics, encouraging and funding open access publication in academic journals and data reuse.

EDUCATION



GambleAware is committed to working in partnership with public health bodies in England, Scotland and Wales, NHS Foundation Trusts, and regional and local health commissioning agencies to raise awareness of gambling-related harms as a public health issue.

GambleAware seeks to increase public awareness of BeGambleAware.org and to ensure the website is a highly effective source of advice about safer gambling for the general public and a signpost to services for those suffering gambling-related harms.

GambleAware aims to become a trusted source of knowledge and resources to support others to identify, signpost and address gambling-related harms.

GambleAware is committed to working with other organisations well placed to respond to gambling-related harms. This includes GP practices, advice agencies, debt advisers and mental health services, as well as with prisons, the military, professional sports bodies and young people, and other vulnerable groups.

TREATMENT



GambleAware aims to help gamblers who develop problems to get prompt access to effective support to meet their needs.

GambleAware commissions a national treatment service for problem gambling. This provides a range of interventions across England, Scotland and Wales, free at the point of delivery. Telephone support is available via the National Gambling Helpline which is also able to direct people to local services provided by GamCare and its partner network, by Gordon Moody Association and by Central and North West London NHS Foundation Trust. Services provide a mix of one-to-one and group work, and include counselling and more intensive interventions. Where individuals are identified as needing treatment for other conditions, such as poor mental health, they are referred to appropriate statutory services.

Outcome monitoring is undertaken to measure the effectiveness of services in supporting clients to achieve behavioural change.

GambleAware is working to triple the number of problem gamblers accessing appropriate services, with a target of 25,000 by 2021.

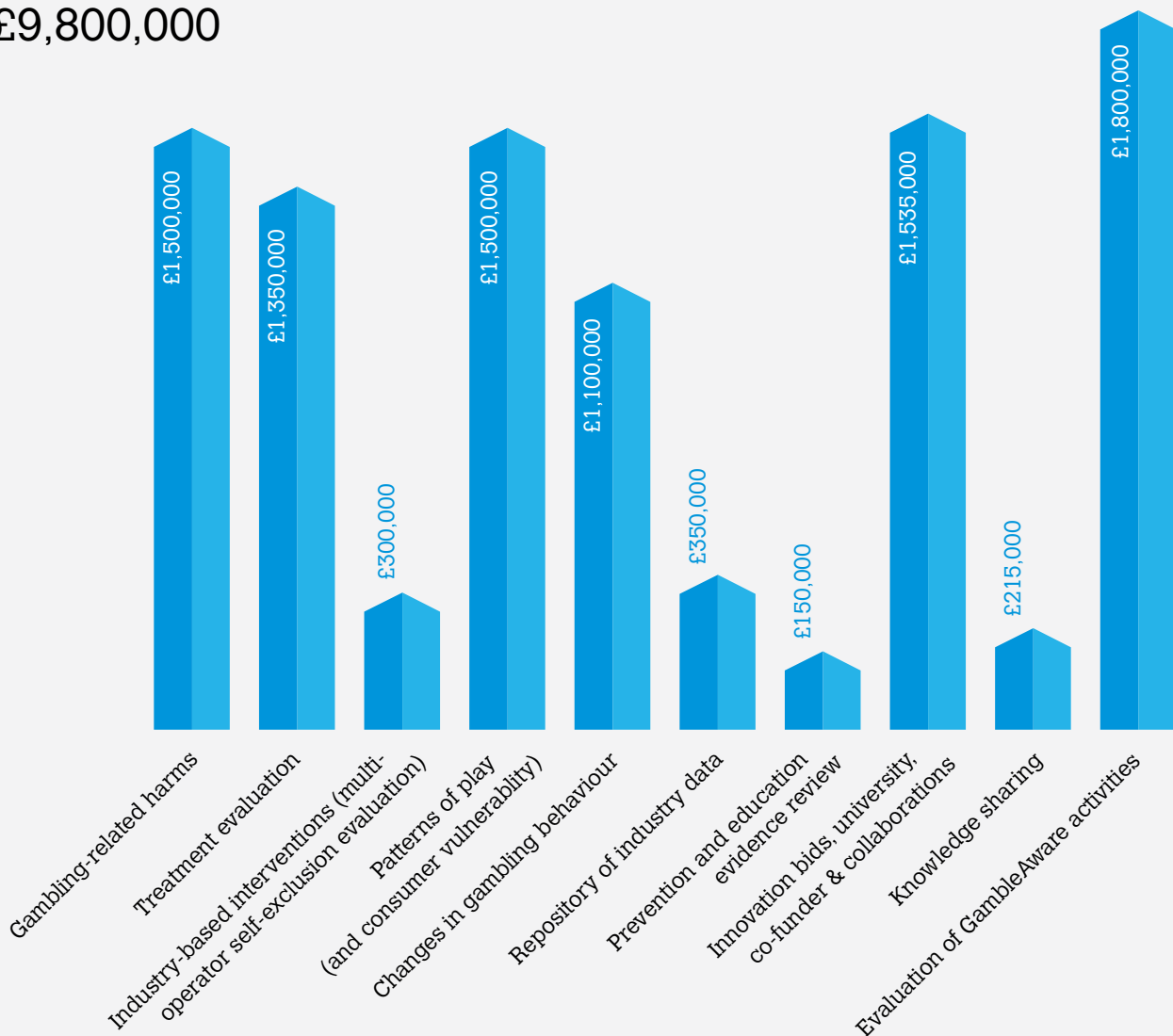
RESEARCH & EVALUATION

<p>Deliver research to support the National Responsible Gambling Strategy.</p>	<ul style="list-style-type: none"> • Our focus is delivery of the Research Programme developed by the Responsible Gambling Strategy Board (RGSB) which is vital to achieving the National Responsible Gambling Strategy. Each project contributes evidence for key issues in policy, prevention, education and treatment. The research will break new ground in our understanding and ability to act to address gambling-related harms.
<p>Enable the exchange of knowledge and application of evidence.</p>	<ul style="list-style-type: none"> • The purpose of our research is to facilitate positive change for people, communities and society. • We are building the means for knowledge exchange and impact throughout the research process; asking questions of importance for action, engaging stakeholders and providing communication and reviews of evidence geared to supporting policy and practice.
<p>Build mechanisms to allow the views and experiences of those affected by gambling-related harms to be heard, and taken seriously.</p>	<ul style="list-style-type: none"> • The quality and impact of research can be improved through ensuring those with lived experience are involved in setting the research agenda and in the implementation of research projects. • Our plans for developing engagement include ensuring those with lived experience inform both the research we commission and the wider field of gambling research.
<p>Develop approaches to grant-making that strengthen delivery and build capacity in gambling studies.</p>	<ul style="list-style-type: none"> • We will continue to make the current research governance and management processes function impartially and effectively, working with RGSB, Gambling Commission and DCMS. But we are also evolving new ways of delivering research. • There will be larger grants funding thematic programmes, for efficiencies in grant-making and to attract high quality researchers. This will enable interest from a greater variety of researchers, multi-disciplinary teams and inclusion of early career researchers, building capacity in gambling studies. It will also more coherently provide answers to research questions. • We are using a variety of processes for grant-making, in addition to open tenders, while ensuring transparency. For example, greater engagement with the researchers during the grant-making process, competitive dialogue, framework agreements, preferred suppliers and consortia. This is because research is a specialist skill and a suite of approaches is needed to get the right team for a project. • There is a commitment to develop infrastructure to support gambling research by providing access to data for multiple research projects, by limiting the necessity to recruit participants and by enabling insights from data that extend beyond individual operators and sectors. This includes research into changes in gambling behaviour and an independent repository of player characteristics and behaviour data. • We are seeking collaboration and co-funding with other research agencies, to leverage research commissioning expertise and credibility, and to increase interest in gambling as an important topic of research.

	<ul style="list-style-type: none"> For the longer term, we will be working with partners to assess alternate models for delivering research, for example, centres of excellence or consortium approaches. The principle is to harness the wider British research infrastructure to deliver policy-focused research and to foster wide-ranging academic-driven research. This would enable GambleAware to increase its focus on knowledge exchange and inclusion of those with lived experience.
Invest in evaluating our own activities.	<ul style="list-style-type: none"> GambleAware is committed to proportionately evaluating its own activity, in public awareness, education and treatment, so we know what works and can continuously improve.

TOTAL RESEARCH & EVALUATION BUDGET FOR 2018-20

£9,800,000



EDUCATION & HARM-PREVENTION

Be the go-to place for resources and support for delivering youth education, working to ensure all children have an understanding of the risks related to gambling and are resilient to those risks.

- Develop and promote a 'knowledge hub' to include eLearning, digital downloads, podcasts, webinars and guidance for educators and youth professionals to support their interventions with young people.
- Work to better understand the attitudes and needs of young and particularly vulnerable people in relation to gambling. Using the evidence generated, engage with youth agencies to develop and deliver targeted campaigns which aim to identify and help to address inequalities, and work to encourage conversations about gambling with those who can support the mental health of all young people.
- Advocate for the inclusion of gambling education as part of the Personal, Social, Health and Economic (PSHE) curriculum, and encourage its inclusion in all conversations in youth settings around resilience to risky behaviours, working towards parity with drug and alcohol education, particularly for target groups such as youths not in employment or education and grassroots sport.
- Support parents to have meaningful conversations with young people about safer gambling behaviour.

Build the capacity of the wider workforce to identify gambling-related harms, providing benchmarks and best-practice to enable organisations to develop and implement effective identification, screening and brief intervention, particularly within organisations working with those most vulnerable to gambling-related harms.

- Provide resources to support delivery by other organisations, rather than undertake this activity ourselves.
- Take a life course approach to minimising gambling-relating harms, targeting health inequalities and those most vulnerable to gambling-related harms.
- Advocate for gambling to have parity in all conversations alongside other health issues.
- Ensure training and guidance on screening and brief intervention is provided nationally to workers most likely to be in contact with those vulnerable to gambling-related harms, e.g. debt advisors, advice workers, workers in the criminal justice system.
- Work with Royal Society for Public Health (RSPH) to support health and public health professionals to better understand, identify and support those who are at risk of, or are experiencing, gambling-related harms.
- Work with Public Health England (PHE), RSPH and others to include gambling conversations on the Make Every Contact Count + (MECC+) agenda.
- Work with professional membership bodies to ensure workers in health and mental health settings have training and awareness of gambling-related harms, and are able to identify, deliver brief interventions and refer on to specialist services where necessary.

Support the gambling industry to deliver, monitor and evaluate training for their staff, helping to ensure that all customers can rely on evidence-based, timely and effective interventions by operators to prevent and reduce gambling-related harms.

- Develop evidence-based models for harm-reducing interventions by operators and other organisations in both land based and online gambling settings using existing and future evaluations, resources and toolkits.
- Establish a benchmarking system to show what industry good practice looks like.
- Promote effective activity by the gambling industry in staff training, identification and intervention with those at risk and experiencing harms, as well as effective player messaging and implementation of effective responsible gambling tools.
- Ensure monitoring, evaluation and dissemination by the gambling industry to support the development of the evidence base in this area.
- GambleAware provides advice and support to organisations in relation to this workstream, but the activity remains the responsibility of the industry.

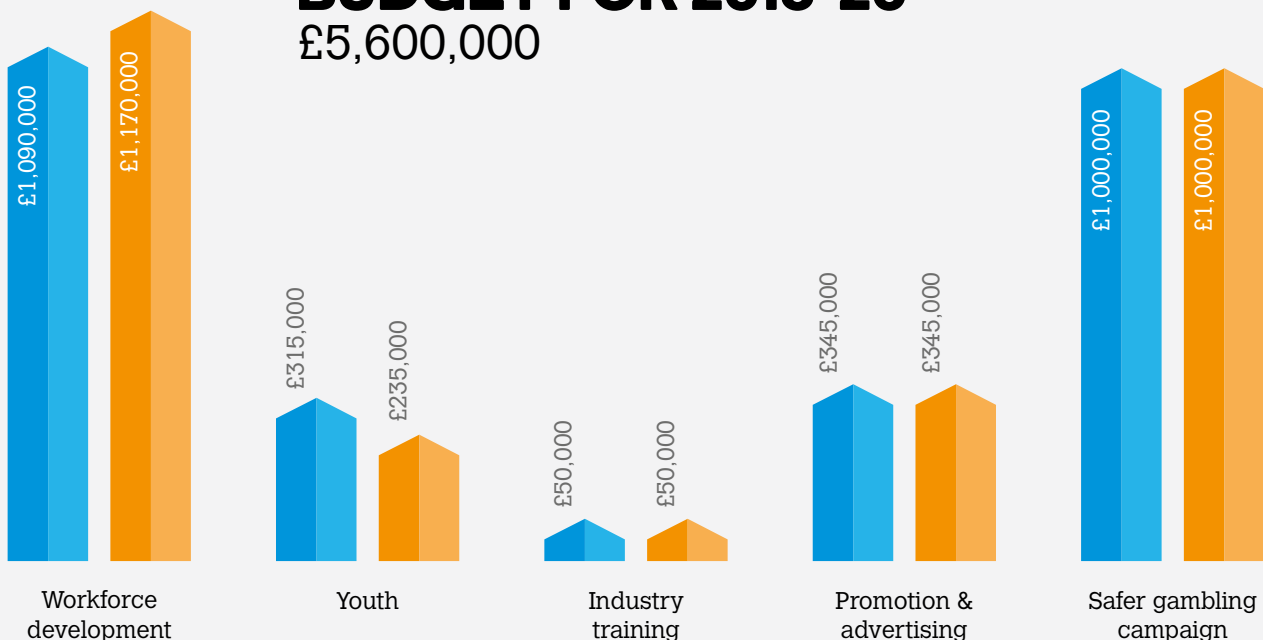
Increase public awareness of the risks of gambling-related harms and of the advice and support available through BeGambleAware.org.

- Commercial broadcasters and related industry groups have drawn up proposals to fund a major safer gambling advertising campaign. The aim will be to raise public awareness of risks associated with gambling, as well as signposting to further advice and support where necessary. GambleAware has been invited to lead the campaign, initially targeting the highest risk group - young men - ensuring the content is endorsed by public health bodies and meets the campaign's objectives to reduce harms.
- Digital promotion and advertising of BeGambleAware.org – building on successful activity over the past 18 months, closely targeted and constantly optimised marketing will continue to raise awareness of BeGambleAware.org amongst vulnerable groups.

TOTAL EDUCATION BUDGET FOR 2018-20

£5,600,000

2018-2019
2019-2020

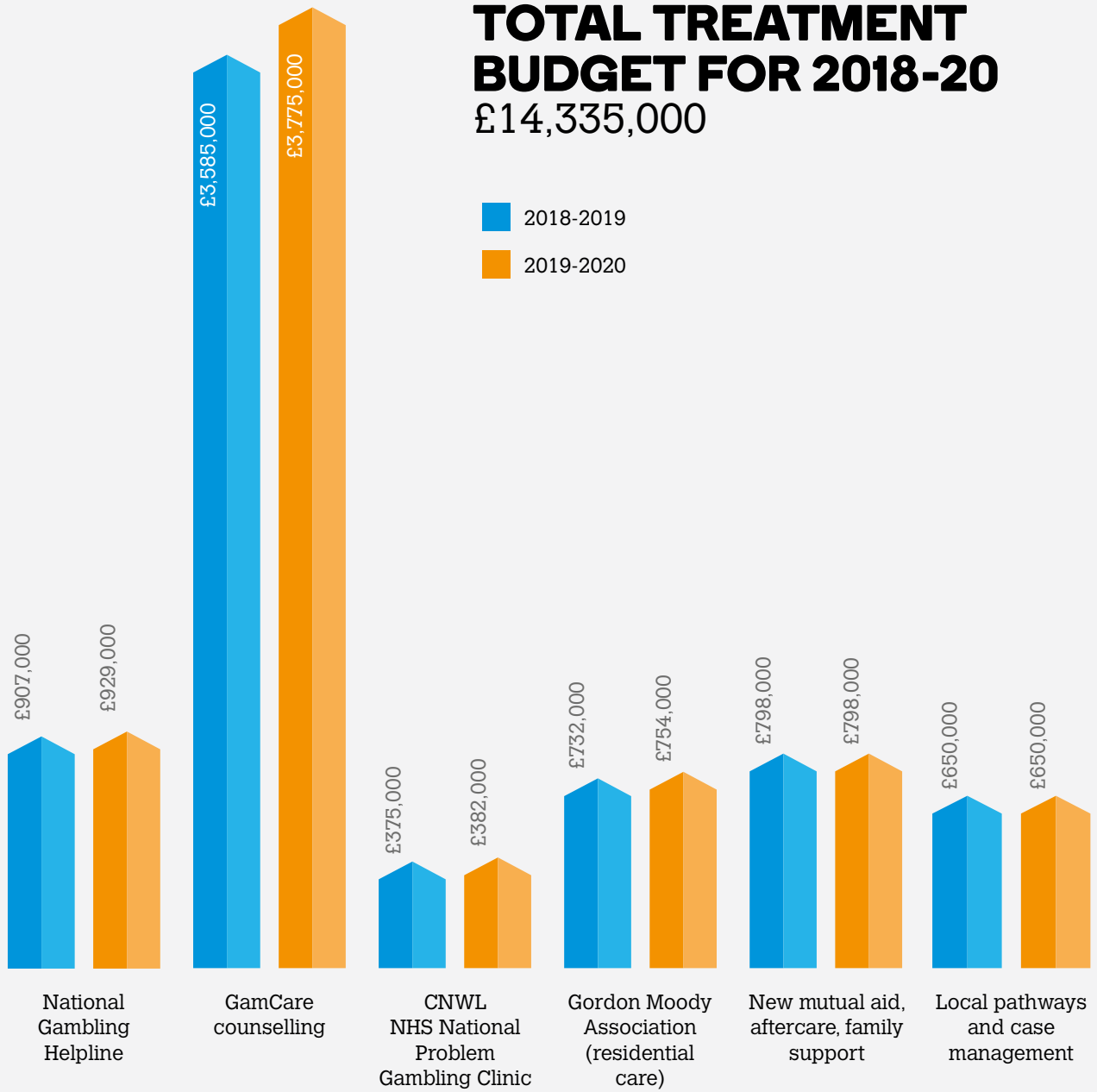


TREATMENT & SUPPORT

<p>Improve identification of people who need help.</p>	<ul style="list-style-type: none"> • Work with primary care and other health and social care teams to identify problem gamblers and those who are at risk, assisted by the screening tool which is under development. • Promote awareness of groups which can be particularly vulnerable.
<p>Expand and improve treatment.</p>	<ul style="list-style-type: none"> • Commission a treatment system which offers a spectrum of interventions from brief interventions to more intensive help, delivered in the way that best suits individuals: providing help online, by telephone, face-to-face and in residential settings for those who need the most intensive support. • Extend access beyond London to multi-disciplinary treatment for those with severe and/or complex needs. • Support those who are affected by the problem gambling of a family member or friend, including those who suffer bereavement.
<p>Promote aftercare, self-help and mutual aid.</p>	<ul style="list-style-type: none"> • Ensure that commissioned services work to sustain treatment gains by relapse prevention programmes. • Signpost problem gamblers to self-help and mutual aid programmes.
<p>Assure effectiveness.</p>	<ul style="list-style-type: none"> • Develop system-wide tools for routine outcome monitoring to enable the benchmarking of providers and their performance management.
<p>Champion a multi-agency response and be known for our collaborative working.</p>	<ul style="list-style-type: none"> • Lead initiatives to develop joint working with statutory agencies to put in place a population-based approach to planning the response needed to tackle problem gambling and maximise the health gain for individuals, their families and communities. • Pilot an integrated community hub, working with the NHS and Local Authority partners to promote awareness of services and easy access to help via a community-based one-stop-shop. • Collaborative working to enable health and social care to do more for those who need wider support.

TOTAL TREATMENT BUDGET FOR 2018-20

£14,335,000



ENGAGEMENT

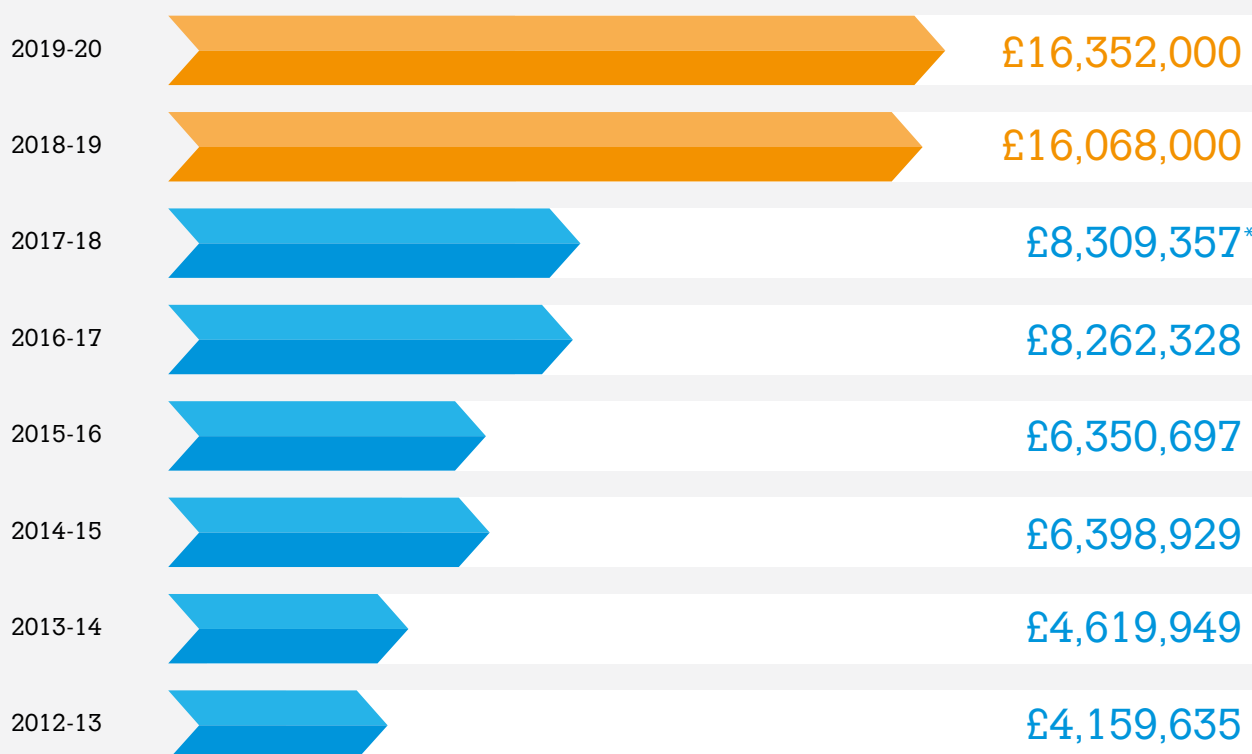
<p>The general public and service users.</p>	<ul style="list-style-type: none"> • We will continue to invest in the charity's most valuable asset, the public-facing brand of BeGambleAware.org, to deliver prevention through education and the principal signpost to advice, support and interventions. • Focused education campaigns and initiatives targeting: <ul style="list-style-type: none"> » Vulnerable Groups – particularly young risk-takers » Private sector – operators, sports teams and leagues, social media platforms » Public/third sector – GPs, debt advisors, Citizens Advice. • As a new high priority, we will focus on increased service user involvement in all aspects of GambleAware's work through the creation of a new online service user community, along with regular direct contact with individual and groups of service users, and regional events bringing them together with other key stakeholders.
<p>Policymakers.</p>	<ul style="list-style-type: none"> • Consulting and communicating with government across Britain and with elected representatives is an effective route to furthering our charitable purpose. For example: <ul style="list-style-type: none"> » We will explain the findings of the research we commission in plain English, to promote evidence-based policy-making at national, devolved, regional and local levels. » We will advocate for engagement with local organisations in the areas they represent to raise awareness of the risks of gambling-related harms and promote access to treatment services. » We will advocate for extending harm-reduction initiatives, such as those we have initiated across the criminal justice system, the military community, professional sport, through Citizens Advice and with the homeless. » We will advocate for education initiatives, such as the new teaching materials now available for use in the PSHE curriculum and to train youth workers. » We will continue to advocate for gambling-related harms to be addressed as a public health risk, and for provision by the state of treatment of problem gambling for those with complex and comorbid conditions.
<p>Treatment providers, researchers, third sector and the wider public health community.</p>	<ul style="list-style-type: none"> • Focus on fewer, more influential bodies: <ul style="list-style-type: none"> » The National Institute for Health and Care Excellence (NICE) / NHS England » Public Health bodies in England, Wales and Scotland » Royal Colleges » GPs and surgery staff » Public Health officials » Citizens Advice and debt charities e.g. Money & Mental Health Institute » Research Councils (see research) » Grant-making bodies.
<p>All commercial entities that profit from gambling.</p>	<ul style="list-style-type: none"> • Licensed operators seek our advice as a 'knowledge hub' of industry best practice which has been tested and evaluated. • Work with the Industry Group for Responsible Gambling (IGRG) on further development of harm reduction e.g. GambleAware Charter. • Professional sport, including all teams and leagues sponsored by gambling operators: <ul style="list-style-type: none"> » Social media platforms through advice to their users, and in-kind advertising support » Broadcasters, through editorial support and regular references to BeGambleAware.org.

FINANCIAL SUSTAINABILITY

Secure the full support of the Gambling Commission, RGSB, DCMS and any other relevant bodies in raising sufficient funds through the current voluntary system, and in the event of a statutory levy.	<ul style="list-style-type: none"> To raise sufficient income to meet our responsibilities as identified in the National Responsible Gambling Strategy as well as any additional activity that trustees regard as necessary to meet our charitable objects.
Position GambleAware as the official charity partner in reducing gambling-related harms in Britain.	<ul style="list-style-type: none"> To be recognised as the 'go to' charity by those investing in reducing gambling-related harms in Britain.
Encourage all gambling operators licensed by the Gambling Commission to contribute their fair share to the work of GambleAware.	<ul style="list-style-type: none"> Ensure that GambleAware receives as a minimum the level of support from all licensed gambling operators in Britain (including Camelot), as recommended by RGSB.
Secure additional funding from those deriving an income from commercial gambling in Britain.	<ul style="list-style-type: none"> Maximise income received from those who profit from commercial gambling in Britain, but who are not subject to compliance with the Gambling Commission's Licence Conditions and Code of Practice (LCCP) - including industry suppliers, media, broadcasters, advertisers, professional sports teams, venues and trade associations.

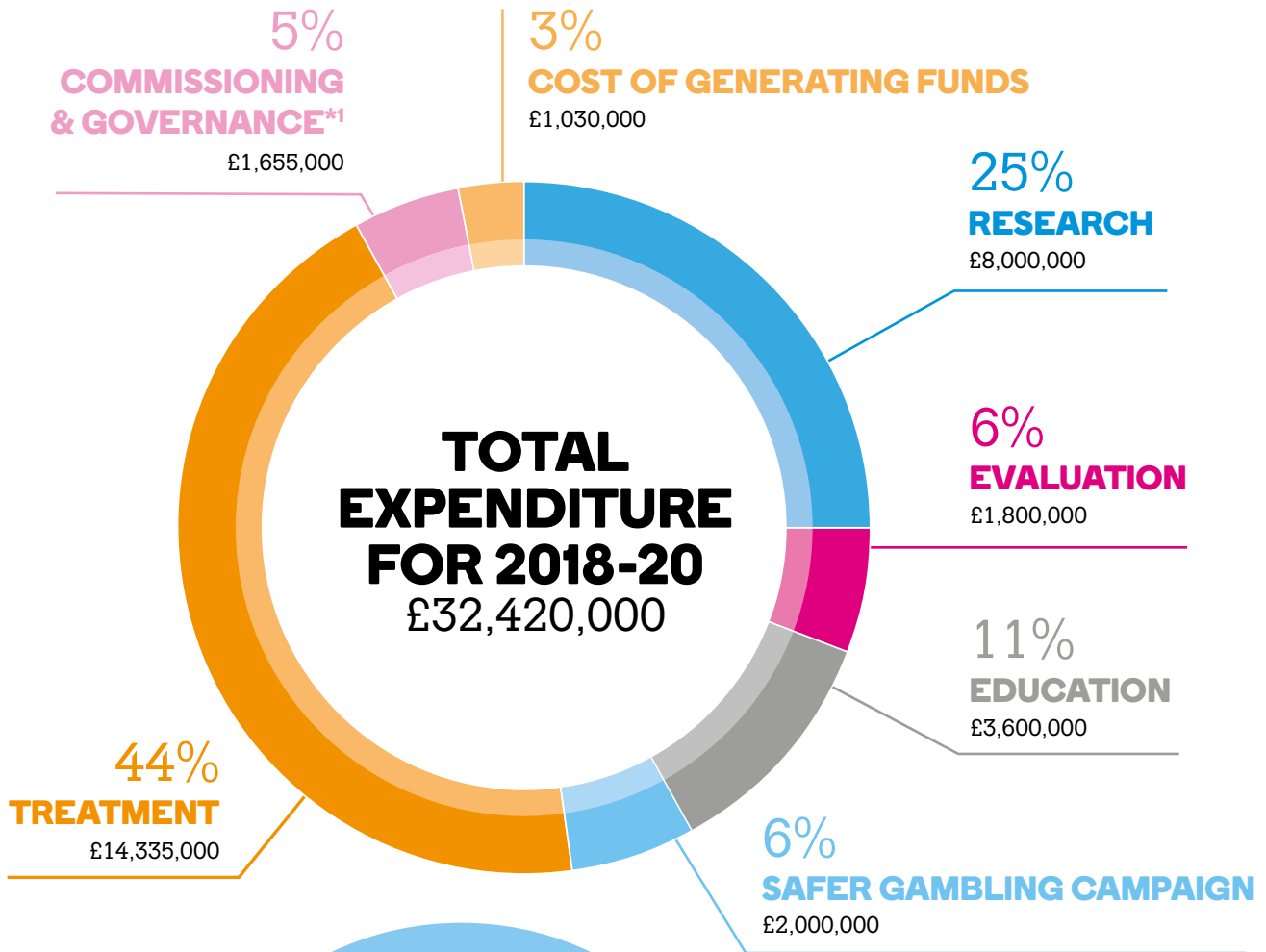
TOTAL EXPENDITURE FOR 2018-20

£32,420,000



* Draft figure

TWO-YEAR FINANCIAL PLAN



We are gaining a **BETTER UNDERSTANDING OF APPROPRIATE TREATMENT PROVISION**, and of what an effective education and prevention programme needs to look like.

We are **EXPANDING ACCESS TO EXISTING SERVICES** and reviewing their effectiveness.

We are **PROVIDING TOOLS FOR FRONTLINE STAFF** in other services to help identify people at risk of harm and signpost to appropriate services.

Consequently, we agree with both RGSB and the Gambling Commission that the scale of future funding requirements necessary to deliver core elements of **RESEARCH, EDUCATION AND TREATMENT** across Britain, in the absence of wider state involvement, is going to be **SIGNIFICANTLY GREATER** than the current

£10M MINIMUM TARGET*²

*1 Commissioning and governance costs will be allocated to research, education and treatment activities in our audited accounts.

*2 The Gambling Commission, drawing on input from GambleAware and RGSB, suggests that a plausible sum would be in the range £21.5m-£67m. See - <http://www.gamblingcommission.gov.uk/PDF/Review-of-RET-arrangements-February-2018.pdf>.

NATIONAL RESPONSIBLE GAMBLING STRATEGY 2018-20

The current National Responsible Gambling Strategy was published in April 2016 by the Responsible Gambling Strategy Board and endorsed by the Gambling Commission.

The strategy has five priority objectives:

- 1** To develop more effective harm-minimisation interventions, in particular through further experimentation and piloting of different approaches.
- 2** To improve treatment through better use of knowledge, data and evaluation.

3 To build a culture where new initiatives are routinely evaluated and findings put into practice.

4 To encourage a wider range of organisations in the public and private sector to accept their responsibility to tackle gambling-related harm.

5 To progress towards a better understanding of gambling-related harm and its measurement.

To achieve these objectives, the following twelve priority actions should be taken:



Priority Action 1
Understanding and measuring harm



Priority Action 2
Engagement with relevant public sector bodies and agencies



Priority Action 3
Consolidating a culture of evaluation



Priority Action 4
Increased understanding of the effects of product characteristics and environment



Priority Action 5
Improving methods of identifying harmful play



Priority Action 6
Piloting interventions



Priority Action 7
Self-exclusion



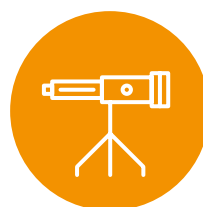
Priority Action 8
Education to prevent gambling-related harm



Priority Action 9
Building the quality and capacity of treatment



Priority Action 10
Widening and strengthening the research field and improving knowledge exchange



Priority Action 11
Horizon scanning



Priority Action 12
Public engagement

DELIVERING THE CORE OF THE NATIONAL RESPONSIBLE GAMBLING STRATEGY

Priority Actions	Lead responsibility	Research				
		Deliver National Responsible Gambling Strategy's Research Programme	Enable the exchange of knowledge and the application of evidence	Build mechanisms to allow the views and experiences of those affected to be heard	Develop approaches to grant-making that strengthen delivery and build capacity in gambling studies	Invest in evaluating our own activities
PA1: Understanding and measuring harm	GambleAware	✓				
PA2: Engagement with relevant public sector bodies	RGSB / GambleAware		✓	✓	✓	
PA3: Consolidating a culture of evaluation	Industry / Gambling Commission / GambleAware / Treatment Providers	✓				✓
PA4: Increased understanding of the effects of product characteristics and environment	GambleAware / RGSB	✓				
PA5: Improving methods of identifying harmful play	Industry / GambleAware	✓				
PA6: Piloting interventions	Industry / GambleAware	✓				
PA7: Self-exclusion	Industry / Gambling Commission / GambleAware	✓				
PA8: Education to prevent gambling-related harm	GambleAware	✓				
PA9: Building the quality and capacity of treatment	GambleAware / Treatment Providers / Public Health organisations	✓				
PA10: Widening and strengthening the research field and improving knowledge exchange	GambleAware / RGSB	✓	✓	✓	✓	✓
PA11: Horizon scanning	Gambling Commission / GambleAware / RGSB / Industry	✓		✓		
PA12: Public engagement	GambleAware / RGSB / Gambling Commission / Industry		✓	✓	✓	

Education				Treatment					Engagement			
Be the 'go to' place for resources and support for delivering youth education	Build the capacity of the wider workforce to identify gambling-related harm	Support the gambling industry to deliver, monitor and evaluate training for their staff	Increase public awareness of the risks through BeGambleAware.org	Improve identification of people who need help	Expand and improve treatment	Promote aftercare, self-help and mutual aid	Assure effectiveness	Champion a multi-agency response and be known for our collaborative working	The general public – through BeGambleAware.org	Policymakers	Treatment providers, researchers and third sector	Commercial entities which profit from gambling
✓	✓			✓								
✓	✓			✓	✓	✓		✓		✓	✓	
		✓					✓			✓	✓	
												✓
		✓		✓								✓
		✓		✓								✓
✓	✓		✓	✓				✓	✓	✓	✓	✓
					✓	✓	✓	✓		✓		
					✓		✓			✓		
✓		✓		✓			✓	✓				✓
✓	✓		✓	✓				✓	✓	✓	✓	✓

Worried about how much you gamble?

For **advice** about problem gambling
and **free treatment** please contact:

The National Gambling Helpline on
Freephone 0808 8020 133
8am - midnight, 7 days a week

or visit **[BeGambleAware.org](https://www.begambleaware.org)**

IT'S NEVER TOO SOON TO BeGambleAware[®]

GambleAware
7 Henrietta St, London, WC2E 8PS
020 7287 1994
info@gambleaware.org
[about.gambleaware.org](https://www.about.gambleaware.org)

Registered in England No 4384279, Charity No 1093910