

GambleAware

Briefing note - RGSB

Wednesday 29 March 2017

A. Strategic matters

- **Recruitment of trustees** – Following an open recruitment process, three additional independent trustees have joined the Board. We now have 13 trustees, 8 of whom have no declared interests in the gambling industry.
 - **Professor Anthony Kessel** - a public health physician and medical ethicist. His current position is Director of Global Public Health and the Responsible Officer for Public Health England (PHE), and Honorary Professor and Co-ordinator of the International Programme for Ethics, Public Health and Human Rights (IPEPH) at the London School of Hygiene & Tropical Medicine (LSHTM).
 - **Chris Pond** - until recently Head of UK Public Affairs with Kreab Gavin Anderson, having been formerly a Member of Parliament, serving in the Treasury Ministerial team and as Work and Pensions Minister. Chris is currently Chair of the Money Charity and the Equity Release Council Standards Board, and Vice-Chair of the Financial Inclusion Commission.
 - **Professor Siân Griffiths** - a Council Member for the Royal Society for Public Health and Associate Non Executive member of the Board of Public Health England. Siân practiced as a service-based public health physician at local, regional and national level in the UK and was President of the Faculty of Public Health of the Royal College of Physicians 2001-4 as well as the first Co-Chair of the UK Public Health Association.
- **Voluntary settlement** – in November 2016 an operator contacted GambleAware to say it would be making a significant payment to the charity in order to satisfy its discussions with the Gambling Commission about a 'voluntary settlement' following a compliance issue some months ago. Trustees have made it clear we are happy to receive these funds but it would be inappropriate to accept them with restrictions about how they are expended, beyond simply supporting the National Responsible Gambling Strategy.
- **Re-structuring of committee's and expert panels** – a re-structuring agreed by trustees is planned to take effect before the end of March 2017. This will create three sub-committees of trustees to consider research, industry engagement and treatment, each supported by an expert panel.
- **Treatment procurement** – we have agreed a three year contract with the Gordon Moody Association. A revised bid has been received from the National Problem Gambling Clinic, which now focuses exclusively on more complex clients. The procurement process of the National Gambling Helpline and treatment services delivered by GamCare and its network of partners has been suspended until September 2017 to allow further discussions to take

place between GambleAware and GamCare about future funding arrangements. In the meantime, GambleAware will make funding available to GamCare between 1st April 2017 and 30th September 2017 at the same level as it did for the equivalent period in 2016.

B. Financial information

- **Audit and Risk Committee (ARC)** – met on Friday 3 February to review Quarter 3 Management accounts and draft funding and administrative budgets, 2017-19, which were subsequently approved by trustees.
- **RGT Fundraising, 2016-17** (as of 13th February 2017):
 - Current fundraising total (received and pledged): **£7.2million** (£6.2m – 31st January 2017)
 - Current number of unique donors: **951** (1,191 – 2015)

C. Management information

- **Director of Research and Evaluation** - Clare Wyllie started in post on Monday 6th February. Her first priorities include drafting GambleAware's research commissioning plan (to be published in April), and reviewing the two research projects commissioned with PwC on gambling-related harm and remote gambling.
- **Fundraising Officer** - Alexander Källman was appointed to succeed Rose Wheeler and he started in post on Tuesday 7th February.
- **Protection of staff from abuse** – following the publication of an article in The Guardian (21st February) in which he was quoted, our chief executive received an abusive and threatening email and was the subject of an offensive blog-post from known campaigners. We reported this to the police and have instructed lawyers to put them on notice regarding their future behaviour. This is not the first time such incidents have occurred and not only have they been directed at the Chief Executive.

GambleAware

Briefing note - RGSB

Wednesday 20 July 2017

A. Strategic matters

- **Trustees** - Clive Hawkswood and Nick Harding have agreed to step down from GambleAware's Board of trustees in light of the agreed provision that trustees will serve no more than two terms of three years. Trustees have agreed not to replace them and so the Board consists of 11 trustees of which 8 are wholly independent of the industry.
- **Re-structuring of committees and expert panels** – the re-structuring agreed by trustees has taken effect under named 'chairs' as follows:
 - a. Research & Evaluation Committee (Professor Jo Wolff)
 - b. Education & Treatment Committee (Alan Jamieson)
 - c. Audit & Risk Committee (Henry Birch)
 - d. Industry Engagement Committee (Chris Pond)

GambleAware will establish and grow a directory of experts, to be used across the business.

A more flexible approach to tailor the use of experts to the needs of specific programmes and draw on a wide range of expertise has been agreed by both the Research & Evaluation and Education & Treatment Committees. In this approach, the relevant experts will be identified, with a specific scope of work and lifespan, as required by a programme. This does not foreclose on longer standing 'panels' being established for longer term programmes of work, such as advising on the quality of commissioning processes, and experts will be invited to report to and attend committee meetings, as necessary.

B. Fundraising

- **Fundraising, 2016-17** – fundraising for the year ending 31st March 2017:
 - £8.4 million (£7.6 million – 2015/16)
 - Number of unique donors: 1,170 (1,402 – 2015/16).
- **Draft management accounts, 2016-17** – headlines for the year ending to 31st March 2017:
 - 11% increase in income - £8,462,523 (£7,631,596)
 - 28% increase in total charitable expenditure - £7,253,679 (£5,668,099)
 - 29% increase in overheads – £882,706 (£681,823)

C. Research

- GambleAware has published new resources to support the industry employ evaluation more effectively: <https://about.gambleaware.org/media/1524/2017-06-30-evaluation-resources-to-support-the-industry.pdf>.
- Remote gambling & harm-minimisation - PwC phase 2 report on using behavioural data to identify harmful or risky play has been substantially revised and is planned to be published by the end of July, along with plans for next phase of research focused on operator intervention and website content and design.
- A new PhD candidate has been identified and has been recommended to the Research Committee this month.
- The RGSB research project brief on advertising, marketing, young people and vulnerable groups has been received, with commissioning to commence in July.

D. Education

- **Public awareness campaign** – GambleAware has collaborated with broadcasters and the gambling industry in response to a Government challenge to attend to the “volume and tone” of gambling-related advertising on television. Specifically, GambleAware will be responsible for the delivery of a public awareness campaign with an initial two-year time frame and an annual budget of around £5-7 million including the value of media donated by broadcasters. See attached ‘statement of principles’.
- **Public education strategy** – The management team are actively working to ensure that trustees receive and agree in the autumn a strategy for engagement with a range of organisations including: Public Health England/Wales/Scotland; GPs; local community groups; debt advisory services; Local Government Association and local authorities; Royal Colleges; mental health organisations; and, schools and youth organisations.
- **Conferences** - GambleAware will have a presence at a number of conferences in the autumn: Public Health England, Citizen Advice, TUC, focusing on our support for organisations able to deliver brief interventions and signpost to our treatment services.

E. Treatment

- **Needs Assessment** - GambleAware is working with RGSB to commission a national needs assessment in September to inform the development of its commissioning strategy.
- **Development of Common Screening Tools** - Prof David Best (Sheffield Hallam University) has led a project to develop screening tools for use by both non-specialist and gambling-specific treatment agencies, with a view to effectively triaging clients to the most appropriate treatment pathway dependent upon the severity and complexity of their presentation. The screening tools have been piloted by a number of agencies, and the results are currently being analysed to establish statistical norms and cut offs. A final report is expected by the end of July.
- **GamCare** – Simon Thompson (Interim CEO, GamCare) updated the Education & Treatment Committee on 30th May on GamCare’s progress in meeting the standards that are identified in the service specifications that were provided at the outset of the original procurement process. GambleAware is planning to recommence the procurement process in September.

GambleAware

Briefing note to RGSB

27th September 2017

A. Matters of concern

- **Fundraising and cash-flow** – As of 10th July 2017 GambleAware had received 'donations & pledges' totalling £1.1million, which compared to £3million in 2016 and £3.6million in 2015.

All top donors were re-contacted in July and August, alongside an ongoing programme of meetings between KL & MWE and the CEOs of top 30 donors.

As of 31st August, 'donations & pledges' have reached **£3.3million**, compared to £4.7million in 2016 and £4.3million in 2015. The variation to last year is due to just three large companies that have not yet confirmed their 'pledges' in full and so the issue is principally one of timing.

Our fundraising history is that only a handful of companies have donated/pledged within the first six months of the financial year. This lack of predictable cash-flow has caused management to be always cautious about commitments to expenditure, and maintain an operational surplus.

A cash-flow forecast shows our current cash position is a positive **£4 million** (excluding £750,000 held in a separate reserves account).

Beyond the need to manage cash-flows, there is a serious concern that GambleAware may fall short of the £9million fundraising target for 2017/18. The management team has set out how the additional £5.7million might be achieved.

However, the target is only reachable if those companies identified as falling short of meeting the suggested minimum contribution of 0.1% GGY. To be clear, the 0.1% of GGY is a formula generated by GambleAware to guide companies to support the charity in meeting its responsibilities under the National Responsible Gambling Strategy. This formula is intended to be separate from and in addition to any donations companies choose to make via channels other than GambleAware.

Voluntary settlements: notwithstanding the normal flow of annual donations there are three voluntary settlements that GambleAware anticipate receiving either in full or in part in the near future:

Caesar's Entertainment (CEUK)	£845,000
EU Lotto / Lottoland	£150,000
888.com	£4,25million

- **Gambling Commission review of research, education and treatment (RET) arrangements** - The Gambling Commission has a duty to regularly review the arrangements for funding and delivering research, education and treatment in relation to gambling-related harm and advise the Government via DCMS accordingly. In this regard, the Gambling Commission has invited GambleAware to submit trustees' views and this will be completed by the end of September to allow for a discussion between RET Chairs on 2nd October.
- **GamCare** – Following a presentation by Simon Thompson, the interim CEO at GamCare, trustees have agreed to re-open the procurement process (suspended in February 2017) and delegate the task of receiving new proposals to the Education & Treatment Committee, which will consider them carefully before make any funding recommendations to the full Board before the end of October.

Please note that GamCare is in the process of recruiting for a new Chief Executive who will be expected to lead the implementation of its emerging strategy. MWE is participating in the appointment process, as an observer, and it is expected that the Education & Treatment Committee will wish to be assured about the experience, qualities and commitment of the incoming CEO prior to any final decision.

In any event, GambleAware's trustees have agreed to extend Simon Thompson's contract a further three months to 31st December 2017 to ensure a smooth hand-over to a prospective new CEO.

- **Public Awareness Campaign** – On 15th August, a letter was sent to the Tracey Crouch, MP (Minister for Sport and Civil Society) setting out proposals for a high-profile, industry-funded responsible gambling campaign which has been collectively developed by the gambling bodies and broadcast sales houses in a process led by the Advertising Association and including ISBA (The Voice of British Advertisers) and the IPA (Institute of Practitioners in Advertising). See attached Appendices A and B.

Campaign Objectives: The aim will be to raise broad public awareness of the risks associated with gambling and how to avoid them. It is intended to be highly visible with the aim of making a significant impact, with television advertising, including around broadcasts of live sport, as well as advertising in other media, such as radio, cinema, print and online.

The intention is that the campaign should include 'counter-balancing' messages so that the public (in particular parents, their children, and the vulnerable) are hearing messages like "*don't bet more than you can afford*". The aim is that this will encourage people to think more fully about gambling products and, for example, provide a prompt for parents to have a family conversation with their children about gambling risks. Although it will not be primarily focused on problem gamblers as a group, it will also offer clear information of where people with concerns about gambling can go for further information, advice and support should it be needed.

The campaign will have an initial two-year time frame and an annual budget of around £5-7 million, as decided on by the Campaign Board and informed by the wider Campaign Advisory Panel.

Governance and Delivery: The gambling bodies, broadcasters and advertising industry are committed to working in partnership to ensure a coherent campaign underpinned by appropriate governance, clarity of leadership, expert advice, inclusive consultation, effective delivery and efficient use of funds. The parties have agreed a governance structure to deliver this, led by GambleAware.

Delivery Timetable: A three-month planning stage, including establishing the Campaign Board, Advisory Panel and Campaign Manager, will begin once the Government has published the results of its forthcoming consultation (expected in October 2017). It is expected that implementation will require a minimum of a further three months, including appropriate engagement with grass-roots stakeholders to ensure that there is sufficient capacity to respond to any demand for information and services arising from increased public awareness.

Trustees have agreed to delegate to the Education & Treatment Committee the oversight of management actions to establish an appropriate Campaign Board, Advisory Panel and the recruitment of a Campaign Manager as well as the actions necessary to ensure sufficient capacity to meet subsequent public demand for information and services.

B. Trustee and Personnel information

- **Charity Governance Code** - An updated version of the Charity Governance Code (the Code) was published by the Charity Commission on 13th July 2017, which is intended to replace the 'Hallmarks of an Effective Charity'. Although the Code is not enforceable, trustees are asked to 'apply or explain' in recognition that governance practice can look significantly different depending upon a charity's size, income, activities or complexity.
- **Recruitment** - Trustees have agreed to the recruitment of a Research Manager to increase research and evaluation capacity. The salary is planned to be £32,000 to £36,000, based on comparable roles.

A job description and person specification for the Research Manager has been discussed and agreed with the Research & Evaluation Committee.

C. Strategic matters

- **Trustee 'Away-day'** – In light of a number of significant but still emerging issues including the Gambling Commission review of RET arrangements, the recommissioning of the treatment services network, surplus cash and fundraising challenges, trustees have agreed to hold an 'away-day' for strategy development in January 2018. This will permit sufficient time to update the current Commissioning Plan, 2017-19 and set appropriate financial budgets for the new financial year beginning 1st April 2018.
- **Communications** – Trustees have agreed key messages to guide future communications – see attached Appendix C.
- **BeGambleAware.org** – Trustees have agreed to move from gambleaware.co.uk to begambleaware.org, following a period of six months' testing.

GambleAware

Briefing note to RGSB

22 November 2017

A. Matters of concern

Fundraising and cash-flow – The following letter went to all donors on 30 October:

"I am writing to let you know of our concerns regarding the current level of the industry's funding of GambleAware, and actions we are taking to ensure greater transparency in the future. Specifically,

- *The current voluntary system is not delivering the level of funding the Responsible Gambling Strategy Board (RGSB) has determined is required to meet the demands placed on GambleAware by the National Responsible Gambling Strategy (the Strategy):*
 - *The industry fell 20% short last year (ending 31st March 2017)*
 - *Seven months into the current year (ending 31st March 2018) the industry is 60% short*
 - *Such were our concerns about cash-flow in August, we notified the Gambling Commission.*
- *The level of funding required in the future is likely to increase significantly:*
 - *The number of problem gamblers is now estimated at 430,000*
 - *Less than 2% are receiving treatment, representing a significant gap in services*
 - *With 2 million adults 'at risk' and nearly half a million 11 to 15-year-old children gambling every week in England and Wales (including 9,000 defined as 'problem gamblers'), there is a need for a significant investment in education and harm-prevention activity.*
- *From 1st April 2018, GambleAware will ask all companies to 'self-certify' what proportion of Gross Gambling Yield (GGY) their donations to GambleAware represents, and will publish details of donations on its website."*

"Given the charity's objectives, trustees are mindful of what is in the best interests of those who it is committed to help when it comes to advocating for the continuation of the current 'voluntary donation' arrangements. While some companies are relatively generous, the industry more widely has yet to demonstrate that it is sufficiently willing to meet the current target, much less that it is minded to voluntarily meet the increased funding that will be necessary to improve research, education and treatment services to the extent that GambleAware and others think appropriate."

"On this basis, GambleAware has determined that it would wish to see the introduction of a statutory levy. Trustees have made this position clear to both the Gambling Commission and RGSB. In the meantime, we will continue to work positively and collaboratively to encourage all gambling companies to contribute a full and fair share of the relatively modest cost of funding GambleAware to deliver what it has been tasked by the Strategy."

Since the letter went out we have received donations/pledges totalling over £2.5million.

B. General matters

Government review of gambling - DCMS has published its ['Consultation on proposals for changes to Gaming Machines and Social Responsibility Measures'](#).

GambleAware was well-situated in terms of its authority regarding evidential research, its relationship with the Gambling Commission and RGSB, and its role in relation to commissioning treatment services and education and prevention activity (i.e. working with social media companies, local authorities, schools, and public advice bodies), as well as leading the independent delivery of a national public awareness campaign. In total the charity was mentioned 57 times.

Gambling Commission review of research, education and treatment (RET) arrangements – GambleAware's submission to the Gambling Commission attached as Appendix A. It is trustees' intention that this document will be published in due course but not until the Gambling Commission concludes its review.

Public Awareness Campaign – The Government included the following in its recent consultation document (see above):

Responsible gambling advertising campaign

5.84. GambleAware, broadcasters and gambling industry groups have drawn up proposals for a major responsible gambling advertising campaign, to run for two years with a budget of £5-7 million in each year. This will include television adverts, including around live sport, as well as radio, cinema, print and online. The scale is equivalent to or larger than the scale of a major Government public awareness 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.

5.85. Proposals for the campaign involve new funding from online gambling operators, with airspace and digital media provided by broadcasters. The bodies which are members of the responsible gambling group, Senet, will continue to fund its existing messaging and responsible gambling advertising work but bring this in line with the wider campaign. We would encourage others who benefit from gambling advertising, including social media platforms and sports bodies, to look at how they can contribute to raising awareness of the potential risks.

5.86. GambleAware will lead the campaign, ensuring the content is independently approved and meets the campaign objectives. It intends to set up a Campaign Board and Delivery Unit, appointing an independent chair of the Board and approving all campaign content.

5.87. The Government welcomes the initiative by broadcasters and the gambling industry to fund and work with GambleAware to deliver a major responsible gambling advertising campaign.

In response, GambleAware has made the following progress:

Campaign Board

- [Professor Sian Griffiths](#) has agreed to serve as Chairperson of the Campaign Board;
- [Sheila Mitchell](#) (Director of Marketing, Public Health England) has provisionally agreed to serve on the Campaign Board, and Public Health England (PHE) is actively considering the possibility of the consequent campaign being badged as 'in association with PHE';
- [Professor Harry Sumnall](#) (Director, Public Health Institute, Liverpool John Moores University) has provisionally agreed to serve on the Campaign Board;

- Approaches are being made to representatives of the public health community in both Wales and Scotland.
- The intention is to establish a Campaign Board of ten including Marc Etches, and four industry representatives – Clive Hawkswood (RGA), George Kidd (Senet Group), TBA (Advertising Association, and, TBA (Broadcaster).
- Observers from DCMS, the Gambling Commission and RGSB will be invited to meetings of the Campaign Board. The first meeting is likely to take place in January 2018 to agree 'terms of reference', and the composition of a Campaign Advisory Panel.

Campaign Director

- GambleAware has secured additional space at its offices in Covent Garden to accommodate the Campaign Director and the campaign's delivery unit.

Communications and funding

- GambleAware has kept the Gambling Commission informed and is due to update DCMS of its progress on 17 November.
- There will be ongoing uncertainties around precise timings in relation to specific commitment by all concerned. Specifically, the 12-week consultation period and any subsequent delay in the Government's response will require caution. However, establishing a credible and independent Campaign Board and identifying an experienced Campaign Director will be vital to secure everyone's confidence. To this end, GambleAware and RGA (Clive Hawkswood) will work together to establish an initial budget to secure the 'delivery unit' for a provisional period of time.

Trustee and Personnel

Trustees – Professor Jo Wolff, Chair of the Research Committee, will be stepping down as a trustee in December after nearly six years in the role. Consequently, GambleAware is currently recruiting for new trustees – see <https://about.gambleaware.org/about/join-our-board/>. Closing date is Friday 8th December. Professor Anthony Kessel will serve as Interim Chair of the Research Committee until trustees review the situation in the light of new trustee appointments early in 2018.

Director of Commissioning (Treatment services) – In recognition of the need for GambleAware to grow and further develop its capability as a strategic commissioner of treatment services as well as to achieve an ambitious agenda focused on education and prevention, particularly in relation to young people and specific vulnerable groups, trustees have agreed to split the current role of Director of Commissioning (Education & Treatment) and proceed to recruit a new Director of Commissioning (treatment services).

Dr Jane Rigbye will take on a newly defined role as Director of Education, focused on the work she is doing currently in connection with CAB, debt advisors, young people, prisons, the military etc. The new role will advertise publicly and GatenbySanderson will run the recruitment process.

C. Research

Supporting the development of treatment services - RGSB has prioritised developing briefs on research projects in their Research Programme related to treatment, to support the development of GambleAware commissioned treatment services. While the research will take time to deliver, it will provide evidence to inform strategic development of our treatment system. There are three related projects:

- Gap analysis: assessment of need for treatment, in relation to demand and supply
- Systematic review of international evidence on which treatments are effective for which groups
- Evaluation of the quality, effectiveness and cost-effectiveness of current GambleAware treatment services.

D. Education and Treatment

GamCare – Trustees have agreed in principle to fund GamCare from 1 January 2018 to 31 March 2021, subject to contract. Trustees will have the opportunity to review draft funding agreements in December. GamCare has appointed Anna Hemmings as its new CEO, who is due to start on 2 January.

Brief Intervention Guide – GambleAware’s [Brief Intervention Guide](#) is now available on the GambleAware InfoHub site. The guide is aimed at non-specialist professionals working with vulnerable groups and provides an overview of the identification and treatment of problem gambling.

Common Screening Tool – A revised report and a proposal for a Phase 2 has been received from ACT Recovery (Professor David Best) for review by GambleAware.

Education & harm-prevention projects -

- EPIC – GambleAware visited the Criminal Justice project at HMP Forest Bank and were pleased to see that the suggestions for improvement had been successfully implemented. A visit to the Armed Forces project in Northern Ireland is scheduled for next month.
- Fast Forward – GambleAware attended Fast Forward’s Advisory Group meeting in September 2017. The toolkit developed for use in schools and non-traditional youth settings will be launched at the ‘National Youth Work conference and YouthLink Scotland AGM’ this month. This resource will be available online and accessible from the GambleAware InfoHub.
- Newport Citizens Advice Bureau (CAB) were exhibitors at the Welsh Public Health Conference alongside GambleAware and received interest from a range of support organisations.
- GambleAware has exhibited alongside the Gambling Commission at the national CAB Annual Conference in Manchester, 13 and 14 November.