

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 12 March 2020
<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>
Sian Griffiths	SG	Trustee (by phone) (items 1 to 6a only)
Michelle Highman	MH	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (from item 5a onwards)
Paul Simpson	PS	Trustee (from item 5a onwards)
Marcantonio Spada	MS	Trustee (by phone) (items 3 to 6a only)
<b>IN ATTENDANCE</b>		
Grace Carroll	GC	Fundraising Officer (items 1-11 only)
Alison Clare	AC	Interim Research Director (items 1-11 only)
Marc Etches	MWE	Chief Executive
John McCracken	JM	Director of Commissioning (treatment services) (items 1-11 only)
Charlie Napier	CN	Atlas Partners observer (items 1-11 only)
Catherine O'Driscoll	CO	Research Manager (items 1-11 only)
Tom Oldfield	TO	DCMS observer (items 1-11 only)
Zoe Osmond	ZO	Communications & Engagement Director (items 1-11 only)
Jane Rigbye	JR	Director of Education (items 1-11 only)
Sonal Shah	SSh	HR Manager
Natalie Simpson	NS	Company Secretary (minutes) (items 1-11 only)
Simon Smith	SSm	Education Manager (items 1-11 only)
<b>APOLOGIES</b>		
Saffron Cordery	SC	Trustee
Anthony Kessel	AK	Trustee
Chris Pond	CP	Trustee

## 1. Welcome and apologies

KL welcomed everyone to the meeting, including those members of staff who joined the meeting as observers.

Apologies were received from SC, AK and CP. The meeting is not yet quorate.

## 2. Declarations of interest

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

## 3. Matters arising

**Board evaluation** – three providers to undertake this work have been identified and the selection process will be concluded by the beginning of July.

**It was agreed** that the preferred number of trustees on the Board is ten. The consultant who will be recruited to advise on organisational design will also be asked to advise on any skills gaps on the Board.

MS joined the meeting, **which is now quorate.**

**Action:** Trustees who have not yet completed the Charity Governance Code tool were reminded to do so. KL will follow up by telephone if necessary.

## 4. Minutes of meeting – 12 December 2019

The minutes of the Board of trustees' meeting held on 12 December 2019 were approved as a true and accurate record.

## 5. GambleAware

### a. Chief Executive's report

The paper was received as presented.

- **Matters for information - Procurement processes:** A consultant with procurement experience has been recruited and a small working group will establish procurement protocols.
- **Financial matters:** An interim Finance and Corporate Services Director will be in post within two weeks.

Total expenditure for the two years covered by the Strategic Delivery Plan, 2018-20, is forecast to be £34.6 million as compared to the original estimate of £32.4 million. It was noted that it was an ambitious target and it has been exceeded.

RP and PS joined the meeting.

- **Special resolution to amend charitable purpose in the Articles:**

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

(a) The prevention and treatment of gambling harms, understood as matters of health and well-being, for the benefit of the public in Great Britain, in particular for those who are most vulnerable; and,

(b) Keeping people safe from gambling harms through the application of a public health model taking into account the following three levels of prevention: Primary – universal promotion of a safer environment; Secondary – selective intervention for those who may be 'at risk'; and, Tertiary – direct support for those directly or indirectly affected by gambling disorder.

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

- **Policy decisions – Travel and expenses policy for trustees and for employees:** The updated policies were approved, subject to minor revisions. These were previously approved at the March 2020 Finance, Administration & Remuneration Committee (FARC) meeting, subject to approval of the full Board.

**Action:** NS to send the travel and expenses claim form to trustees.

- **Policy decisions – Fundraising complaints procedure:** The updated policy was approved. This was previously approved at the March 2020 FARC meeting, subject to approval of the full Board.
- **Policy decisions – Acceptable use and information security policy:** The new policy was approved, having been previously approved at the March 2020 FARC meeting, subject to approval of the full Board. There was discussion about whether it is appropriate to use trustees' personal and/or work email addresses to receive GambleAware documents.

**Action:** Management to consider setting up trustee email addresses or providing access to documents online via Sharepoint.

- **Policy decisions – Personal data breaches procedure:** The new policy was approved. This was previously approved at the October 2019 Audit & Risk Committee meeting, subject to approval of the full Board.
- **Trustee appointments** – Three trustees have reached the end of their first three-year term on the Board.

**CP is not seeking re-election due to other work commitments and so will be stepping down from the Board.**

**SG and AK were re-appointed for a second (and final) three-year term on the Board.**

KL has reached the end of her first three-year term on the Research & Evaluation Committee and was **re-elected for a second three-year term.**

## **b. Safeguarding matters**

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

### **c. Audit & Risk Committee (ARC) – 28 February 2020**

The draft minutes of the ARC meeting on 28 February 2020 were noted.

Committee members are content with the current arrangements in place following the departure of the CFO.

Trustees were informed that ARC does not recommend to the Board that GambleAware needs to restrict commitments, due to current risks being faced by the organisation.

PS and MWE will discuss the internal controls framework before the next ARC meeting.

### **d. Risk register**

The risk register was received as presented and trustees agreed with the focus on beneficiaries.

### **e. RET arrangements**

Trustees reviewed and assessed the strategic risks associated with the continued uncertainty regarding the current voluntary donation-based arrangements for funding research, prevention and treatment (RET arrangements).

**It was agreed that GambleAware will formally ask the DCMS to consider entering into an MoU with the Betting & Gaming Council, focused on guaranteeing funding to GambleAware as a lead strategic commissioner, for a minimum period of time.** The Gambling Commission has indicated that it would support such an approach. A new MoU would effectively replace the current Statement of Intent and make clear identification of appropriate roles and responsibilities. It would also be consistent with the recommendations as set out in the advice note Trustees provided to the Gambling Commission in December to support the case for a statutory levy.

### **f. Reprourement of treatment services**

The paper and recommendations from the Education & Treatment Committee (E&TC) were received as presented. The desire for stability and assurance in the treatment system given the wider uncertainty in the whole system was noted and so trustees agreed the following pragmatic response to the situation given the current funding uncertainty:

- The Grant Agreements with GamCare will be extended for a two further years, until March 2023
- Management will *evidence* the good progress made by GamCare in improving treatment services and in strengthening governance processes
- E&TC to consider what steps need to be taken in preparation for the eventual reprourement of the services currently provided by GamCare
- Detailed consideration to be given to a communications plan for the announcement of the extension to the Grant Agreements with GamCare
- NHSE and PHE will be consulted with during the process.

## **6. Financials**

### **a. Quarter 3 Management Accounts**

The Quarter 3 management accounts to December 2019 were received as presented.

SG and MS left the meeting.

### **b. Fundraising**

The fundraising paper was received as presented and minor editing suggestions were made.

It was noted that annual donations to GambleAware is expected to decrease as compared to the previous year, for the first time in a decade.

Trustees discussed the balance between maintaining independence from the industry and maximising income through dialogue with the industry, and noted that it remains the responsibility of the Gambling Commission to put pressure on the industry for donations.

### **c. Finance, Administration & Remuneration Committee (FARC) – 3 March 2020**

The FARC minutes were received as presented.

### **d. Draft budget 2020/21**

The paper was received as presented and hard copies of the following papers were distributed, in order to provide clarity on income: 'Contracts in place 2020/21-22/23'; 'Contracts & pipeline 2020/21-23/24'; and, 'Contracts, pipeline & development 2020/21-23/24'.

There was discussion about the need for a clear baseline/indicative budget before scenario planning is considered. It was acknowledged that while income is always uncertain, a clear budget paper is required for governance purposes, and to assist with making decisions such as the procurement of treatment services.

**Action:** Management to produce an indicative budget, to be agreed by FARC by email, before the indicative budget and scenario planning budget will be considered by the Board.

## **7. Commissioning update – research, prevention, treatment & communications**

The update was received as presented.

A presentation on commissioning priorities was received and the paper 'Prevention tiers, themes and commissioned activity' was circulated.

**Treatment commissioning update** – the paper was received as presented.

**Trustees approved, subject to the budget being approved by the Board:**

- **Funding the Primary Care Gambling Service to develop a Competency Framework for Primary Care;**

- Funding the Care Quality Commission to undertake a scoping study for the inspection of gambling treatment services; and,
- Additional expenditure on cCBT up to £150k pa to expand capacity subject to E&TC approval of the detailed arrangements.

## **8. Research strategy review**

A presentation on a review of the research strategy was received as presented.

## **9. Communications & Engagement**

### **a. Safer Gambling Campaign (SGC) Board – 16 January 2020**

An update on campaign funding was received. The delay in campaign production due to the Covid-19 pandemic was noted.

## **10. Stakeholder activity**

A DCMS Minister will appear before the Select Committee next week.

## **11. Any other business**

None.

## **12. Trustee discussion – HR update**

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

A note on this item is available from MWE.

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Wednesday 8 April 2020
<b>TIME</b>	1.00pm – 2.00pm
<b>VENUE</b>	Conference call

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (from item 3 onwards)
Paul Simpson	PS	Trustee (from item 3 onwards)
<b>IN ATTENDANCE</b>		
Marc Etches	MWE	Chief Executive
Jameela Khan	JK	Interim Chief Finance and Corporate Services Officer
Robin Price	RP	Finance Consultant
Natalie Simpson	NS	Company Secretary (minutes)
<b>APOLOGIES</b>		
Marcantonio Spada	MS	Trustee

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from MS.

## **2. Declarations of interest**

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

## **3. Matters arising**

Trustees were informed that the Gambling Commission (GC) will imminently direct funding from two regulatory settlements to GambleAware. £3 million from Mr Green will be provided as an unrestricted donation and £5.8 million from Betway will be given as a restricted donation, subject to further discussion with GC about how the funds are to be used. There are ongoing discussions with GC about the possibility of receiving a further regulatory settlement from Caesars Entertainment.

A donation from The Stars Group for the financial year ending 31 March 2020 has led to GambleAware achieving annual voluntary donations in excess of £10 million for the first time.

RP and PS joined the meeting.

## **4. Financials**

### **a. Draft budget 2020/21**

The paper was received as presented and trustees discussed details of the budget and agreed that this approach deals with the financial risk to the charity. All new commitments are currently on hold until there is clarity over income and the budget for them has been agreed as set out below.

It was noted that the Safer Gambling Campaign (SGC) finances are separate to GambleAware and its budget is determined by the SGC Board and DCMS.

**Subject to confirmation of receipt of the £8.8m in regulatory settlements from Mr Green and Betway, Trustees agreed the Core budget as presented with the following conditions:**

- Each and every grant agreement and service contract is scheduled to evidence the termination conditions – to be completed by the **end of April 2020** at the latest. This work is already well underway with grants/contracts covering 90% of outstanding RET liabilities already reviewed. Legal advice will be sought regarding the strength of the current termination clauses and whether the standard three-month in the majority of grant/contracts can be reduced, both for existing and future agreements.
- Trustees will only consider moving to the Core+ budget scenario (or elements of it) in the event of certainty in relation to receiving the minimum income required e.g., if a regulatory settlement was provided to deliver the CQC inspection project. All such decisions will require the formal



recommendation of either the Education & Treatment Committee or the Research & Evaluation Committee to the full Board of Trustees before any such new commitments are entered into.

- All expenditure will be overseen and monitored by MWE and JK. The SMT will be expected to report internally on the basis of monthly management accounts.
- Budget planning is to consider ongoing and planned commitments beyond the current year.
- The Core+ budget will be presented at the next Board meeting.

**Actions:**

- NS to send trustees further detail on the RET contracts.
- AK and SG to discuss with RET Directors projects in pipeline and development to be presented at the next Board meeting for funding approval as part of the Core+ budget.

**5. Any other business**

**Salary review - It was agreed** that it would be prudent to defer the annual review of salaries to September 2020.

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 18 June 2020
<b>TIME</b>	10.00am – 12.30pm
<b>VENUE</b>	Virtual zoom

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee
Marcantonio Spada	MS	Trustee (items 1 to 7b only)
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Director of Research & Evaluation (Interim) (items 1-11 only)
Marc Etches	MWE	Chief Executive
Jameela Khan	JK	Chief Finance and Corporate Services Officer (Interim)
John McCracken	JM	Director of Commissioning (treatment services) (items 1-11 only)
Charlie Napier	CN	Atlas Partners observer (items 1-11 only)
Tom Oldfield	TO	DCMS observer (items 1-11 only)
Zoe Osmond	ZO	Director of Communications & Engagement (Interim) (items 1-11 only)
Robin Price	RP	Finance Consultant (items 1-11 only)
Jane Rigbye	JR	Director of Education (items 1-11 only)
Natalie Simpson	NS	Company Secretary (minutes) (items 1-11 only)
<b>APOLOGIES</b>		
Saffron Cordery	SC	Trustee
Anthony Kessel	AK	Trustee
Paul Simpson	PS	Trustee

## 1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from SC, AK and PS.

## 2. Declarations of interest

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

## 3. Minutes of meetings – 12 March 2020 and 8 April 2020

The minutes of the Board of trustees' meetings held on 12 March 2020 and 8 April 2020 were approved as a true and accurate record.

## 4. Matters arising

### Charity Governance Code

- **Action:** Trustees who have not yet completed the Charity Governance Code self-assessment tool were reminded to do so.

### Trustee email addresses

- **It was agreed** that trustees would move to using GambleAware email addresses for all GambleAware correspondence as this is best practice for secure emails (rather than using work or personal emails).

Other matters arising are complete or discussed later in the agenda.

## 5. GambleAware

### a. Chief Executive's report

#### Matters for information

- **Strategy 2021-26** - it was noted that work is getting underway to outline a new 5-year strategy. Organisational design consultation and Board evaluation will be undertaken in autumn to inform and to respond to the development of the strategy.

#### Trustees and personnel

- **Trustee appointments** - SG and AK have reached the end of their first three-year term on the Education & Treatment Committee and were **re-elected for a second (and final) three-year term**.
- **It was agreed** that MH will become the Chair of the Finance, Administration and Remuneration Committee.
- MH will also join the internal Equality, Diversity and Inclusion working group, which has been set up to consider how GambleAware works as an organisation internally, how commissioning is undertaken and trustee/staff recruitment. Terms of Reference will be agreed shortly.

### **Special resolution to amend charitable purpose in the Articles**

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

a) The advancement of education aimed at preventing gambling harms for the benefit of the public in Great Britain, in particular young people and those who are most vulnerable, by carrying out research, by providing advice and information, by raising awareness, and by making grants; and,

b) Working to keep people in Great Britain safe from gambling harms through the application of a public health model based on three levels of prevention: primary – universal promotion of a safer environment; secondary – selective intervention for those who may be 'at risk'; and, tertiary – direct support for those directly or indirectly affected by gambling disorder, by carrying out research, by providing advice and information, by raising awareness, and by making grants for the provision of effective treatment, interventions and support.

**It was agreed** that the special resolution would be passed without trustee signatures, due to the Board being unable to meet in person during the COVID-19 pandemic. The Charity Commission is in agreement with this process.

### **Policy decisions**

- **Conflict of interest policy:** The updated policy was approved, subject to a minor amendment.

#### **b. Safeguarding matters**

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

#### **c. Corporate Services update**

Trustees welcomed the update on corporate services.

The number of staff wellbeing initiatives and the internal team training learning and development sessions were welcomed.

Progress on the procurement and commissioning protocol/guidance was noted and trustees suggested that the ability to terminate agreements if required for any reason is tightened as necessary.

## **6. Response to COVID-19**

### **a. Risk assessment**

The formal risk assessment regarding a return to office-based working within the constraints of the COVID-19 pandemic was discussed.

Suggestions from trustees included:

- Consider having policies/support for new/junior member of staff who may miss out on learnings from colleagues
- Investigate learnings with respect to motivation, productivity and wellbeing from other organisations with longer-term experience of home working
- Consider a risk assessment for home working and encourage staff to take regular breaks to balance the intensity of working from home.

**It was agreed** that staff will continue to work from home until the September Board meeting, unless government advice changes before that time, in which case trustees will review the situation in line with government recommendations.

A second full risk assessment with respect to return to work from the London office will be undertaken and brought to trustees at the September Board meeting.

#### **b. HR policy review**

The updated flexible working policy, taking into account current working from home arrangements and the possibility that it is likely to become more important in the future in light of COVID-19, **was agreed**, subject to a minor amendment.

**Trustees also agreed** a temporary COVID-19 policy, which was created to temporarily change some policies due to the current situation. GambleAware will provide an allowance of £200 to each employee to support an effective and comfortable working from home environment.

### **7. Financials**

#### **a. Budget 2020/21**

The budget 2020/21 paper was discussed and JK and RP were thanked for their work.

**Trustees approved the updated budget for the 12 months to 31 March 2021.** This includes an additional investment of £3.5 million for Research, Commissioning and Treatment projects and an additional £973k for Campaign and Communication. Trustees agreed the recommendations of the Research & Evaluation Committee with regard to strategic priorities in terms of research and evaluation.

**Action:** Management to undertake scenario planning for the coming 12 months and the Strategy 2021-26.

#### **b. Fundraising**

The fundraising paper was received as presented and trustees welcomed the recent four-year pledge from the Betting and Gaming Council of up to £100 million to fund treatment services for people experiencing gambling harms.

MS left the meeting.

## **8. Commissioning update – research, prevention, treatment & communications**

The update was received as presented.

**Treatment - Trustees reconfirmed the Board's decision** to proceed to extend the existing GamCare funding agreements, subject to sufficient funds and agreement about the decision-making process, including who ought to be involved.

## **9. Communications & Engagement**

### **a. National Gambling Treatment Service (NGTS) campaign**

Progress to date and the case for further investment for the NGTS campaign was noted.

**Trustees approved £500,000 funding** for an additional burst of activity for the NGTS campaign to signpost those in need to help for gambling disorder, with additional funds of **up to a further £600,000** for a second burst later in the year, subject to ongoing campaign evaluation.

### **b. Safer Gambling Campaign (SGC) Board – 5 May 2020**

The SGC Board minutes were noted. Funding pledges of £3.8 million have been received with Betting and Gaming Council support.

## **10. Stakeholder activity**

DCMS noted the various reports due to be published by Government shortly, which will feed into the imminent review of the Gambling Act. The DCMS Select Committee will publish a call for evidence into lootboxes in the summer.

GambleAware will submit a sector-wide update on COVID-19 tomorrow to the DCMS Select Committee, following the call for evidence. This will be shared with trustees and TO.

## **11. Any other business**

None.

## **12. Trustee discussion – HR update**

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

A note on this item is available from MWE.

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 17 September 2020
<b>TIME</b>	10.00am – 12.30pm
<b>VENUE</b>	Virtual zoom

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee (items 1 to 6 then 9 onwards)
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee (item 4 onward)
Kate Lampard	KL	Trustee / Chair
Paul Simpson	PS	Trustee (item 5b onwards)
Marcantonio Spada	MS	Trustee
<b>IN ATTENDANCE</b>		
Tony Carpenter	TC	Commissioning & Procurement Specialist (Interim) (item 5d only)
Alison Clare	AC	Director of Research & Evaluation (Interim) (items 1-12 only)
Marc Etches	MWE	Chief Executive
Jameela Khan	JK	Chief Finance and Corporate Services Officer (Interim)
John McCracken	JM	Director of Commissioning (treatment services) (items 4-12 only)
Bethan Phillips	BP	Atlas Partners observer (items 1-12 only)
Beth Hiles	BH	DCMS observer (items 1-5b only)
Jane Rigbye	JR	Director of Education (items 1-12 only)
Natalie Simpson	NS	Company Secretary (minutes) (items 1-12 only)
<b>APOLOGIES</b>		
Rachel Pearce	RP	Trustee

## **1. Welcome and apologies**

KL welcomed everyone to the meeting. Apologies were received from RP.

## **2. Declarations of interest**

MS is now a Director of SMART Recovery International – it is possible but unlikely to have dealings with GambleAware.

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

## **3. Minutes of meeting – 18 June 2020**

The minutes of the Board of trustees' meeting held on 18 June 2020 were approved as a true and accurate record.

## **4. Matters arising**

**Outstanding action:** One trustee is still to complete the Charity Governance Code self-assessment tool.

The other matter arising is to be discussed later in the agenda.

AJ and JM joined the meeting.

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

The minutes of the ARC meeting on 23 July 2020 were received as presented.

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

The minutes of the FARC meeting on 27 August 2020 were received as presented.

### **c. Research & Evaluation Committee (REC)**

The minutes of the REC meeting on 3 September 2020 were received as presented.

The Research & Evaluation team were thanked for the progress made on the research portfolio, which is now more clearly aligned with the rest of the work of the organisation.

### **d. Education & Treatment Committee (ETC)**

An update was provided on the ETC meeting held on 10 September 2020.

Trustees noted that with the disestablishment of PHE it will be key to understand where responsibility now lies for gambling within the NHS and other government agencies.



## 5. GambleAware

### Matters for information

- **Industry pledge of £100 million** - Trustees welcomed confirmation in writing from the Betting & Gaming Council regarding the funding commitment of £100 million over 4 years.
- **Department of Health & Social Care (DHSC)** - An update was provided on the recent meeting between GambleAware, DHSC, NHSE, PHE and DCMS to discuss assurances about GambleAware's operations and how work to prevent gambling harms could be coordinated across the statutory and voluntary sectors. The opportunity to work in closer collaboration with these bodies was welcomed by trustees.

**Action:** KL, SG and AK to agree an approach with MWE, JR and JM to make proposals for a national joint working-group to ensure effective collaboration and co-ordination amongst GambleAware, DHSC, NHSE, PHE and DCMS, by the end of September.

#### a. Safeguarding matters

The update on safeguarding activity was received as presented and it was noted that the ETC is satisfied with the GambleAware-funded treatment provider in relation to the Verita report and recommendations.

#### b. Corporate Services update

The recent work undertaken by the Corporate Services Team was noted.

PS joined the meeting.

#### Human resources

- **Organisation design - Trustees agreed** the recommendation from FARC to defer the timing of the organisation design work until May 2021.

#### Governance

- **Board evaluation - Trustees agreed** the recommendation from FARC for a Board evaluation to be conducted by an external third party with a view to the work commencing in October/November 2020. A skills audit and recruitment of new trustees should be undertaken after the five-year strategy is agreed and a new CEO is in place.

BH left the meeting.

#### c. Procurement framework

TC joined the meeting.

An update on the recent work with developing the procurement framework was received as presented and next steps noted.

**It was agreed** that the following should be incorporated into the framework:

- The core principle underpinning all the work around internal controls framework is to ensure the organisation is transparent, rigorous, fair, and consistent in terms of all its governance arrangements, including procurement policies and processes. It is imperative that trustees are the final decision-makers and are properly and fully informed/advised in making decisions. To this end, the trustee Committees have a central role in considering proposals and advice of the management team before then making recommendations/advocating policy positions to the full Board. As such, the Chair of each Committee ought properly to be consulted with by the Senior Management Team/CEO.
- Any funding proposals that are taken to trustees should be clearly anchored in a commissioning strategy, that has itself been previously agreed by trustees.
- Ineligibility criteria with specific reference to directors who are subject to a director disqualification order or disqualification proceedings is also to be added to the framework.

**Action:** Actions and matters of comment/agreement at Committees should be clearly acknowledged in papers that come to the Board. If time between meetings doesn't allow for substantive updates, an acknowledgement that they will be undertaken should be made.

TC left the meeting.

#### **d. Internal control framework (ICF)**

The update on the ICF review and associated recommendations was noted, and discussed further under item 13 - Trustee discussion.

### **6. Response to COVID-19 - Risk assessment**

The updated formal risk assessment regarding a return to office-based working within the constraints of the COVID-19 pandemic was noted. **It was agreed** that trustees wish to be supportive and encouraging of staff and not to dictate a place of work at this time.

**Staff survey** - Trustees discussed the staff survey undertaken in August on preferences for working from home/office until December.

**Action:** The staff survey to be undertaken monthly and to be more nuanced on asking staff open-ended questions regarding place of work preferences.

#### **Risk assessment**

**Action:** PS to provide a sample individual risk assessment for home or office working, to be adapted for GambleAware use, in order to understand who is at risk and put risk management in place for those individuals. AK will also assist JK in preparing the assessment. A duty of care register to identify those more at risk and provide extra support will also be considered.

**Office guidelines – it was agreed** that the draft office guidelines should be more substantial and the important factors are distancing, wearing masks and maintain good hygiene. It was suggested that staff are encouraged to wear masks in the office and n95 masks could be provided.

**It was agreed** that staff will continue to work from home until the December Board meeting, unless government advice changes before that time, in which case trustees will review the situation in line with government recommendations. However, the office will be open to all staff, up to a maximum of 6, and office guidelines must be followed if any member of staff wishes to work from the office.

**Addendum: Following a change in government recommendations that office workers should work from home if possible due to COVID-19, the agreement above was subsequently adjusted and staff were asked to continue working from home – the office is not open to staff.**

A third full risk assessment with respect to return to work from the London office will be undertaken and brought to trustees at the December Board meeting.

SG left the meeting.

## **7. Financials**

### **a. Draft accounts 2019/20**

Trustees noted progress with the statutory audit and draft accounts 2019/20.

**Designated funds - Trustees agreed** with the recommendations made by FARC, REC and ETC to move the following designated funds:

- **Research - Innovation Bids, £1.9 million.** This fund was set aside for collaboration and co-funding with other research agencies, with the purpose of leveraging research commissioning expertise, and to increase interest in gambling as an important topic of research. This work was not progressed, and the designated funds will be transferred to Treatment.
- **Safer Gambling Campaign – Bet Regret, £2.3 million.** This fund was for leading a major safer gambling advertising campaign targeting young men, the highest risk group - working with commercial broadcasters, related industry groups and public health bodies. Given the success of this campaign, there was no need for GA to use this designated fund, accordingly this will be transferred to Treatment.
- **Treatment, £4 million.** A further designation is for £4m for use for work done by GamCare, who provide a suite of solutions including partner networks, helplines, 24/hour pilots, wider geographical cover (including Leeds and York), BetKnowMore and Computerised Behavioural Therapy.

### **b. Fundraising**

The update on 2020/21 fundraising to date was received as presented.

It was noted that while the predicted income of £5 million in ordinary donations is likely to be reached, donations are significantly down in comparison to the previous year.

**Action:** MWE to inform the Gambling Commission about the low levels of donations in the current year.

## **8. Commissioning update – research, prevention, treatment & communications**

The update on commissioning activity was received as presented.

### **Prevention – Citizens Advice England and Wales (CA)**

**Trustees approved** the recommendation made by ETC to split the CA work into two separately commissioned programmes, one which focuses on the CA network and embedding systems and training to enable an effective CA response to gambling harms, and one which funds training for trusted intermediaries on a competitively commissioned basis.

## **9. 5-year strategy development**

SG re-joined the meeting.

The presentation ‘Developing a 5-year strategic plan 2021-2026’ was received as presented and trustees welcomed the direction of travel.

Comments included:

- Continue to think ambitiously, creatively, sensitively and purposefully as an organisation, with bold and forward thinking, and be positioned as the official charity partner in reducing gambling-related harms in Britain.
- Outline how GambleAware can demonstrate how it is performing organisationally and holding itself to account.
- Have clear messaging about independence as an organisation.

Concern was expressed about the risk of income being considerably lower in year 1 than year 4, and the need for scenario planning to mitigate issues around fluctuating funding **was agreed**.

**Action:** Trustees to be given the opportunity to comment on developing strategic plans outside of meetings - an ETC strategy development meeting will be set up to discuss the development of a commissioning strategy in relation to prevention, education, treatment, and support services (similar to the meeting that has already taken place with the REC).

## **10. Communications & Engagement**

### **a. Safer Gambling Campaign (SGC) Board – 21 July 2020**

Recent SGC activity was noted.

### **b. Gambling behaviours presentation**

The presentation about campaign recognition and gambling behaviours was received as presented. High campaign recognition, despite there being no activity since March, was welcomed and the Communications team was thanked for all their work.

Trustees discussed the positive and negative feedback that has been received since the latest campaign launch.

**Action:** MWE to communicate with the Leeds & York NHD Foundation Trust regarding campaign feedback.

**11. Stakeholder activity**

None.

**12. Any other business**

None.

**13. Trustee discussion – Remuneration and HR update and ICF**

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

A note on this item is available from MWE.

# GambleAware

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 10 December 2020
<b>TIME</b>	2.00pm – 4.15pm
<b>VENUE</b>	Virtual zoom

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Paul Simpson	PS	Trustee (part of item 1 onwards)
Marcantonio Spada	MS	Trustee (items 1 to part of 8 only)
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Director of Research & Evaluation (Interim) (items 1-11 only)
Marc Etches	MWE	Chief Executive
Muneeb Hafiz	MHa	DCMS observer (items 1-11 only)
Jameela Khan	JK	Chief Finance and Corporate Services Officer (Interim) (items 1-11 only)
John McCracken	JM	Director of Commissioning (treatment services) (items 1-11 only)
Charlie Napier	CN	Atlas Partners observer (items 1-11 only)
Zoe Osmond	ZO	Director of Communications & Engagement (Interim) (items 1-11 only)
Jane Rigbye	JR	Director of Education (items 1-11 only)
Natalie Simpson	NS	Company Secretary (minutes) (items 1-11 only)
<b>APOLOGIES</b>		
Rachel Pearce	RP	Trustee

## **1. Welcome and apologies**

KL welcomed everyone to the meeting.

Apologies were received from RP.

PS joined the meeting.

**Board papers** - it was agreed that future Board papers will contain an appendix with items for interest or further reading, and only items for substantial discussion will be in the main body of the papers.

**Chair/trustee 121 meetings** - it was noted that Chair/trustee 121 meetings did not take place in 2020.

**Action:** NS to arrange 121 meetings with the Chair and trustees for early 2021.

**Government review of the Gambling Act 2005** - trustees were pleased to note that in the introduction of the Government review of the Gambling Act, GambleAware is mentioned as a key partner of Government. Thanks were given to the Chair and CEO as well as all staff and trustees for their work towards this achievement.

## **2. Declarations of interest**

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

## **3. Minutes of meeting – 17 September 2020**

The minutes of the Board of trustees' meeting held on 17 September 2020 were approved as a true and accurate record.

## **4. Matters arising**

Matters arising are either complete or to be discussed later in the agenda.

It was noted that MWE has informed the Gambling Commission (GC) that voluntary donations are significantly down compared to previous years. This is partly due to COVID-19 business interruption and there is also evidence that the publication by GC in January of an approved list of funding recipients has resulted in donations being made to other organisations.

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

The minutes of the ARC meeting on 19 November 2020 were received as presented.

It was noted that the risk register is in the process of being updated and will be brought to the next Board meeting.

### **b. Resources Committee**

The minutes of the Resources Committee meeting on 19 November 2020 were noted.

Trustees were informed that the Committee has changed its name from Finance, Administration and Remuneration Committee to Resources Committee.

It was noted that the Committee discussed the drop in regular income and would like to understand more about the reasons for the lower level of donations as it will have strategic implications.

### **c. Research & Evaluation Committee (REC)**

An update was provided on the REC meeting held on 10 December 2020.

There was discussion about the process for the Board to ratify two specific areas of work recommended for funding by the REC when it met earlier in the day, as clarity on an indicative budget is required before funds are committed.

**Action:** SMT to provide a brief budget paper and the two REC papers discussed, in order for trustees to consider and agree the recommendations made by REC by correspondence.

**It was agreed** that the process discussed, whereby the Board has sight of the budget along with any funding requests, should be within the developing procurement process. It was noted that the organisation is in a transition period of establishing the Commissioning Strategy, following which there will be a multiyear budget, which will give trustees comfort to understand how proposals brought to the Board are anchored in the Commissioning Strategy. In the meantime, any funding requests brought to the Board should have an accompanying budget paper to provide assurance to trustees.

### **d. Education & Treatment Committee (ETC)**

An update was provided on the ETC meeting held on 1 December 2020.

The ETC had discussed the process for bringing funding proposals to the Committee at this time, before the Commissioning Strategy and budget 2020/21 are completed. Management will be defining priorities as soon as possible for areas of work relating to urgent COVID-19 needs, as well as identifying available funding. This will be done by correspondence with the ETC and then the full Board of trustees.

## **5. GambleAware**

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

The report from the Chief Executive was received as presented.

**Trustee emails** - trustees discussed whether to commit to using only GambleAware email addresses for trustees, considering the IT/security risk of continuing to use work/personal emails. It was acknowledged that while GA emails might be best practice, there are practical difficulties with maintaining several email addresses, particularly at this busy time.

**Action:** Management to: re-examine the governance reasons behind not using work/personal emails; consider alternative options such as shared drive for confidential papers; and, discuss options with each trustee individually if particular support is required.



**Data Protection Policy - Trustees reviewed and agreed** the revised Data Protection Policy, subject to including staff as a category of personal data covered by the Policy.

**Funding decisions approved by correspondence** – on 2 November 2020, **trustees approved** by email the re-purposing of the following two elements of the budget agreed by the full Board in June 2020:

- The ETC has approved proposals to fund the upgrade of GamCare’s Customer Relationship Management system subject to approval by the full Board. The total expenditure for 2020/21 will be £339,239 and a budget line of £500,000 currently allocated for ‘blocking software development’ will be repurposed. The project will increase the existing grant funding agreement with GamCare by £138,176 in 2021/22 and £105,180 in 2022/23, which will be provided for in subsequent annual budgets.
- The REC has approved proposals to establish an annual survey to identify the demand for treatment and support in GB, building on the Treatment Needs & Gap Analysis published in May 2020. The total expenditure for 2020/21 will be £200,000. The existing budget is £80,000. The required balance of £120,000 will be funded from the unused contingency line in the budget of £260,000.

#### **b. Safeguarding matters**

The routine update on safeguarding activity and issues was received as presented.

It was noted that treatment providers are aware about the potential for additional safeguarding risks through the remote provision of treatment and possible privacy concerns for the person receiving help.

**Action:** JM to formally ask treatment providers how they are addressing the safeguarding risk arising from the changed circumstances in which they are operating and to report to the lead trustee for safeguarding.

#### **c. Corporate Services update**

Recent work undertaken by the Corporate Services Team was received as presented.

It was noted that work on the Board evaluation will be progressed by correspondence ahead of the next RC meeting.

### **6. Commissioning Strategy 2021-26**

Trustees reviewed the draft Commissioning Strategy 2021-26, which is designed to provide clarity to all concerned about the underlying basis for future funding decisions.

Agreed amendments include:

- expand and provide clarity about NGTS
- reiterate the prevention theme when stating the objectives
- provide clarity regarding expanding the market and GA’s role as commissioner
- better articulate how research supports prevention and treatment.

It was noted that a similar research and evaluation strategy will be developed and there was discussion about the primary purpose of the organisation being prevention and treatment underpinned by research and evaluation.

It was suggested that both the Commissioning Strategy and the emerging research/evaluation strategy should be published at the same time. A communications strategy will also be developed and it was suggested that that an internal controls map could usefully set out all strategies the organisation is planning to establish.

**Action:** Any detailed comments on the Commissioning Strategy to be provided to JR after the meeting, and JR to circulate another draft within a week, in order for trustees to agree the strategy before going out to consultation.

## **7. Financials**

### **a. Fundraising**

The update on 2020/21 fundraising to date was received as presented.

### **b. Management accounts – Q2 2020/21**

The management accounts for quarter 2 2020/21 were noted.

## **8. Commissioning update – research, prevention, treatment & communications**

The update on commissioning activity was received as presented.

MS left the meeting.

**Prevention** – the ETC has recommended that the full Board approves the proposal to fund Citizens Advice England & Wales (CA E&W) to provide a programme of screening, support and referral for people experiencing gambling harms. This workstream is a key prevention priority and the cost over three years is £1,776,644.

**Action:** SMT to provide a brief budget paper and the CA E&W paper discussed, in order for trustees to consider and agree the recommendation made by ETC by correspondence.

## **9. Communications & Engagement**

### **a. BeGambleAware.org**

It was noted that there will be a soft launch of the new GA website in December, ahead of a full launch in January. There was not sufficient time at the meeting for trustees to receive a presentation of the new website.

### **b. Safer Gambling Campaign (SGC) Board – 18 November 2020**

The SGC minutes were received as presented and it was noted that the campaign is continuing to perform well as the two-year project is coming to an end.

**10. Stakeholder activity**

Trustee were reminded that the Government review of the Gambling Act 2005 has been launched with a 16 week call for evidence.

**11. Any other business**

None.

**12. Trustee discussion – HR update**

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

A note on this item is available from MWE.