

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 9 December 2021
<b>TIME</b>	10.00am – 12.15pm
<b>VENUE</b>	Virtual zoom

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Hilary Armstrong	HA	Trustee
Saffron Cordery	SC	Trustee (not present for part of item 6d)
Marina Gibbs	MG	Trustee
Sian Griffiths	SG	Trustee
Mubin Haq	MHa	Trustee
Michelle Highman	MHi	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (items 1 to 6a and 6d to 12 only)
Paul Simpson	PS	Trustee
Koravangattu Valsraj	KV	Trustee
<b>IN ATTENDANCE</b>		
Haroon Chowdry	HC	Research, Information & Knowledge Director (items 1 to 11 only)
Alexia Clifford	AC	Chief Communications Officer (items 1 to 11 only)
Sarah Evans	SE	Head of Communications (items 3 to 11 only)
Anna Hargrave	AH	Chief Commissioning Officer (items 1 to 11 only)
Charlie Napier	CN	Atlas Partners observer (items 1 to 11 only)
Zoe Osmond	ZO	Chief Executive (items 1 to 11 only)
Helen Owen	HO	Evaluation & Monitoring Director (items 1 to 11 only)
Robin Price	RPr	Head of Finance (Interim) (items 1 to 11 only)
Jane Rigbye	JR	Prevention Director (items 1 to 11 only)
Natalie Simpson	NS	Company Secretary (minutes) (items 1 to 11 only)

## 1. Welcome and apologies

KL welcomed everyone to the meeting. No apologies were received.

## 2. Appointment of trustees

AC and AH were welcomed to their first Board meeting.

**Trustees formally appointed HA, MHa, MG and KV to the Board.** The Board had previously agreed the appointments by email and the new trustees commenced on 1 November 2021.

RP has reached the end of her first three-year term on both the Board and the Education & Treatment Committee.

**RP was reappointed for a second (and final) three-year term on both the Board and the Education & Treatment Committee.**

SE joined the meeting.

## 3. Declarations of interest

It was noted that MHa is CEO of a company that provides funding to the Personal Finance Research Centre (PFRC) at the University of Bristol, and PFRC has received GambleAware funding in the past (see GA 21 05 (Appendix A)).

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

## 4. Minutes of meetings – 23 September 2021

The minutes of the Board of trustees' meeting held on 23 September 2021 were approved as a true and accurate record.

## 5. Action log

Outstanding actions from previous meetings are in hand or discussed later in the agenda.

## 6. GambleAware

### a. Chief Executive's report

The report from the Chief Executive was received as presented.

***Matters of concern***

**DHSC / OHID Advisory Panel** - There was discussion about DHSC plans for a Panel to advise on NGTS commissioning that could be disbanded in favour of Task and Finish groups. GambleAware is continuing discussions with DHSC to emphasise the need for all key stakeholder to convene in one forum to ensure alignment behind commissioning of services.

**Gordon Moody** - Trustees noted the rationale for early payment on a number of invoices and were assured that the overall finances and the work undertaken by the charity are not matters of concern.

The commissioning team will be exploring funding alternative residential treatment services, following on from the scoping study that was undertaken earlier in the year.

**Website** The incoming COO will address improvements to the website support and maintenance.

***Matters for information***

**GambleAware Conference** - Staff were thanked for the work involved in the well-received conference, which was attended by over 350 people in person and online. The event received press coverage in a national newspaper.

**Public Affairs** – KL, AC and ZO recently had a positive meeting with the Minister responsible for gambling, C Philp. He is keen to encourage and support the NHS to deliver 15 gambling clinics by 2023 and is interested to support the roll out of the women’s prevention campaign. The Minister offered to support in discussions about future funding arrangements. GambleAware has been formally invited to attend DCMS’s upcoming round table.

**Committee minutes:**

- **Education & Treatment Committee (ETC)** - the minutes of the ETC meeting on 5 October 2021 were received as presented. A further ETC meeting was held on 1 December and it was noted that the team is making good progress with meeting planned expenditure.
- **Audit & Risk Committee (ARC)** - the minutes of the ARC meeting on 4 November 2021 were noted.
- **Research & Evaluation Committee (REC)** - the minutes of the REC meeting on 1 November 2021 were received as presented. It was noted that the unsuccessful applications at the EOI stage of the academic research hub grant award may still fit with other organisation priorities and planning for 2022/23. The management team will continue to engage with appropriate institutions to discuss further opportunities for collaboration, particularly around primary care.

- **Resources Committee (RC)** - the minutes of the RC meeting on 24 November 2021 were noted. The Committee had a robust discussion about budget, as trustees are keen to see an accurate reforecast of expenditure. This is presented under item GA 21 05 (09).

### ***Trustees & Personnel***

**Home working** - It was noted that since the recent change in government guidelines, all staff are working from home with immediate effect.

RPr was thanked for the additional work undertaken before the new COO joins the organisation.

### ***Policy matters for Board approval***

- **Data protection policy** - trustees reviewed the policy and agreed with the recommendation by the Audit & Risk Committee to **approve the policy**.
- **Travel principles & framework** - trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the policy**.

It was noted that there are no issues regarding tax under the framework.

- **Trustee code of conduct** - trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the policy**.
- **Acceptable use & information security policy** - trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the policy**.
- **Sickness absence & redundancy policies** - trustees reviewed the policies and agreed with the recommendation by the Resources Committee to **approve the policies**.
- **Fraud policy** - trustees reviewed the policy and agreed with the recommendation by the Audit & Risk Committee to **approve the policy, subject to a minor amendment**.

## **b. Commissioning activity**

The update on progress being made against the Organisational Strategy 2021-26 was received as presented.

RP left the meeting.

### **Improve access and effectiveness of the National Gambling Treatment Service**

An update was provided on AH's recent discussion with NHS England; GambleAware will share the data maps and recently commissioned demand and capacity work, which will enable NHSE to consider where best to place the treatment centres.

NHSE plan to develop a clinical network across the 15 centres and there will be opportunity for GambleAware to shape the discussion to ensure integration with existing network pathways.

It was noted that the locations of the next two treatment centres are areas with gambling company headquarters, and there was discussion about how to ensure that their staff are aware of available support and treatment services. HA and AH will discuss engagement of local MPs.

Trustees noted that the budget update paper and commissioning activity paper provides a considerable amount of assurance about the activity and expenditure of the charity.

### **Increase awareness and understanding of Gambling Harms: Campaigns Overview**

The Campaigns Overview presentation was received as presented and trustees were pleased with progress.

It was suggested that it would be useful if the Gambling Commission is informed in advance about bursts of forthcoming campaign activity.

It was noted that campaigns are tested in depth with those with lived experience and the ambition is to include a wide range of case studies of women with lived experience and affected others.

It was suggested that addressing inequalities should be visibly threaded through all campaigns.

### **c. Safeguarding matters**

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

RP re-joined the meeting.

### **d. Risk register**

The updated risk register was noted; this interim but thorough document has been discussed by the Audit & Risk Committee and will be picked up by the incoming COO.

There was discussion about how residual risk analysis is an important part of the Board's conversation about attitude to risk.

SC left the meeting.

Trustees considered the Board's tolerance to mitigated risk, which should focus on individual rather than overall risks, and will be discussed further at the next meeting.

**It was agreed** that good progress has been made, and management will continue to develop the risk register and present it at the next Board meeting.

SC re-joined the meeting.

## 7. Board governance

The Board governance paper was received as presented.

**Trustees approved** the approach to arrive at new Committee structures that reflect the strategic requirements of the charity going forward. Trustees and the senior management team will be invited to input into the process, which will also include consideration about how to engage those with lived experience at Board level.

**The Board formally noted and approved** MHi standing down from the Education & Treatment Committee as she is a member of two other Committees, and the four new trustees joining Committees as follows:

- MHa: Resources and Research & Evaluation
- HA: Audit & Risk and Education & Treatment
- KV: Research & Evaluation and Education & Treatment
- MG: Audit & Risk and Research & Evaluation

**Action:** KL and PS to consider if one of the six trustees on the Audit & Risk Committee should be asked to move to the Resources Committee, in order to balance the number of Committee members more evenly.

It was noted that MHi will step down from the Equality, Diversity and Inclusion group, and trustees will be asked to consider how the EDI group reports into the Board, as part of discussions about the overall governance structure.

## 8. Fundraising

The fundraising update and current volatility of the gambling industry was noted.

The volatility is not expected to impact pledges that have been made. However, it was noted that where businesses have been taken over, the donation to GambleAware is expected to be a proportion of the entire business rather than the original name on the pledge.

Trustees were informed that the majority of the large donations do not arrive as regular payments throughout the financial year, which impacts on the timings for spend . ZO will meet with the BGC to discuss cash flow and funding commitments.

## **9. Budget update**

The updated forecast for 2021/22 was received as presented and thanks was expressed to Stacey Storey for her work in providing assurance through the full review of all commissioned projects.

It was noted that £20m is committed against existing projects in Q4, so there is now only a low risk to the impact on the reputation of the charity if planned expenditure isn't met. It was agreed that the risk score on this item should therefore be lowered, and work is required on the risk register to capture both the overall risk and the actual risk due to mitigating actions.

Trustees noted the clarity over the forecast and were assured that the majority of funds have been spent or committed as planned in the financial year.

## **10.Stakeholder activity**

No stakeholders were present at the meeting, and an observer from DCMS is expected at future meetings.

## **11.Any other business**

There was no AOB.

## **12.Trustee discussion**

Observers and the management team left the meeting.

A note on this item is available from KL.