

GambleAware

Minutes of the **Board of Trustees' meeting**

DATE	Thursday 12 January 2017	
TIME	10.30am – 12.30pm	
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN	

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Clive Hawkswood	CH	Trustee
Alan Jamieson	AJ	Trustee
Kate Lampard	KL	Trustee / Chair
Jim Mullen	JM	Trustee (present from item 2 onwards)
Brigid Simmonds	BS	Trustee
Patrick Sturgis	PS	Trustee (present from item 5 onwards)
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Iain Corby	IC	Director of Operations and Development
Jennifer Denchie	JD	Research and Commissioning Assistant
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Sarah Evans	SE	Atlas Partners
Joanne Higgs	JH	RGSB Secretariat Observer
Chris Kelly	CK	RGSB Observer
Charles Napier	CN	Atlas Partners
Jane Rigby	JR	Director of Commissioning (Treatment & Harm-Minimisation)
Natalie Simpson	NS	Operations Manager - Minutes
Simon Tanner	ST	RGSB Observer / GambleAware Treatment Panel member
Ronnie Whittington	RW	DCMS Observer (present for items 1-10)
APOLOGIES		
Nick Harding	NH	Trustee
Tim Livesley	TL	RGSB Secretariat Observer
Paul Hope	PH	Gambling Commission Observer

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from: NH, PH and TL.

2. Appointment of Jim Mullen

Trustees confirmed the appointment of JM to the Board with immediate effect, to replace James Henderson (who resigned 12 August 2016).

JM joined the meeting.

3. Minutes of meeting – 3 November 2016

The minutes of the Board of trustees' meeting held on 3 November 2016 were approved as a true and accurate record.

4. Matters arising

The paper was received as presented.

The Board placed on record its thanks and best wishes to Rose Wheeler, Assistant to the Director of Fundraising, who retires on 13 January. A new Assistant is being recruited and NS will become the Company Secretary and take Board meeting minutes.

5. Chief Executive's report

PS joined the meeting.

The paper was received as presented.

Voluntary Settlement

Trustees discussed the matter of concern regarding conditions attached to a potential 'voluntary settlement' payment and **it was agreed** that GambleAware's commissioning arrangements are not a matter for donors to determine and GambleAware will not accept the conditions on the potential donation.

Action: 1) MWE will discuss the situation with the operator. He will point out that while the desire for the funds to go towards treatment will be noted, GambleAware cannot accept the donation subject to specific conditions; 2) Management will discuss with the Gambling Commission how to communicate with industry the terms of future industry voluntary settlements.

GambleAware Harm-Minimisation Conferences

Feedback on the 2016 Conference was noted. The 2017 Conference will be held over 2 days in December and trustees were requested to provide NS with any views on the next conference.

6. GambleAware

a. Recruitment of trustees

Interviews for two new independent trustees will be held at the end of January. The Board will then be made up of a total of 12 trustees, 7 of whom will be independent of the gambling industry. Management will issue a public statement about all of the new trustees in February. Subsequent to the new appointments being made, the proposed GambleAware Committee structure will be finalised.

b. Conflict of interest policy

The Board discussed the revised policy as presented.

Action: MWE to review the conflict of interest policy at the next Research Committee meeting and circulate the revised version to the Board.

c. BeGambleAware update

The paper was reviewed as presented.

d. Communications report

The paper was reviewed as presented.

7. Audit and risk

a. Activity update

The Audit and Risk committee will meet on 3 February and the agenda in the Chief Executive's report was noted.

8. Treatment and harm-minimisation

a. Activity update

The paper was noted as presented.

b. Funding treatment services, 2017-20

The paper was reviewed as presented.

Gordon Moody Association (GMA)

The Board discussed and agreed with the Treatment Expert Panel's recommendation to provide GMA with funding for the period 1st April 2017 to 31st March 2020 subject to contract, as follows:

1) to fund mixed mode care (consisting of a four-day residential treatment 'retreat', followed by 10 weeks of one to one counselling on an outpatient basis, and a final 3 day residential retreat) for both men and women; 2) to fund long term residential care for men; and, 3) to fund post-treatment counselling.

GMA will not be funded to deliver: 1) Helpline support in other languages; 2) respite care; 3) crisis care; or, 4) day care/ drop-in services.

Funding will be subject to the following conditions:

- Due to the lack of an evidence base, the services will be subject to research and evaluation projects to develop the necessary evidence of their efficacy – particularly the effectiveness of treatment post-discharge;
- GMA should engage the oversight of a clinician (e.g. psychiatrist or clinical psychologist);
- GMA should demonstrate throughout the funding period their commitment to work as part of the wider treatment system (e.g. community based referral pathways) and to monitor how well the service meets the needs of their clients.

Central North West London NHS Trust (CNWL)

The Board discussed and agreed with the Treatment Expert Panel's recommendation to provide CNWL with funding for the period 1st April 2017 to 31st March 2020 subject to contract.

Funding will be subject to the following conditions:

- CNWL be challenged further to improve their waiting times for assessment and treatment;
- Funding should not be used for research purposes and any research involving GambleAware-funded clients must receive prior approval from the GambleAware Research Committee whether or not additional funding is being requested;
- CNWL should provide a clear forecast of service throughput, and how many clients will receive different modes of treatment (e.g. workbooks, individual face-to-face treatment, group treatment).

GamCare

The Board discussed the paper as presented and the Treatment Expert Panel's recommendations were noted. A letter from the Chairman of GamCare to KL dated 11 January 2017 was distributed.

Concern was expressed that the necessary clinical governance is not of sufficient quality at GamCare and that there is inadequate evidence of appropriate arrangements for safeguarding vulnerable people. **It was agreed** that the urgent priority is ensuring that services meet required standards in relation to clinical governance and safeguarding.

Action: 1) GambleAware will suspend the procurement process for a period of 6 months; 2) GambleAware will provide resources to support GamCare to address the specific issues raised by the Treatment Expert Panel.

9. Fundraising

a. Fundraising update

The paper was noted as presented.

b. Fundraising strategy

The paper was noted as presented.

c. Calculating the GGY of major operators

The paper was noted as presented.

The Board approved expenditure of up to £10,000 to employ consultants to assist GambleAware to calculate the gross gaming yield of the top 21 largest gambling businesses operating in Great Britain.

d. Contact and relationship management (CRM) software

The Board approved in principle expenditure of up to £15,000 in 2016/17 to assist GambleAware to improve CRM, fundraising, mailing and donor management processes.

Action: CE to discuss CRM options with British Beer & Pub Association management.

10. Research and evaluation

a. Activity update

The paper was noted as presented.

RW left the meeting.

11. Stakeholder activity

RGSB advice to the Gambling Commission regarding the 'Review of gaming machines and social responsibility measures' will be published in February.

12. Any other business

There was no further business.

Next GambleAware Board meeting

Date: Thursday 9 March 2017

Time: 10.30am – 12.30pm

Venue: Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

Approval of minutes

Name: Kate Lampard - Chair

Date: _____

Signature: _____

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Thursday 9 March 2017
TIME	10.30am – 12.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Sian Griffiths	SG	Trustee (from item 2 onwards)
Nick Harding	NH	Trustee
Clive Hawkswood	CH	Trustee
Alan Jamieson	AJ	Trustee
Anthony Kessel	AK	Trustee (from item 2 onwards)
Kate Lampard	KL	Trustee / Chair
Jim Mullen	JM	Trustee
Brigid Simmonds	BS	Trustee
Patrick Sturgis	PS	Trustee (items 1-12 only)
IN ATTENDANCE (items 1-12 only)		
Iain Corby	IC	Director of Operations and Development
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Paul Hope	PH	Gambling Commission observer
Charles Napier	CN	Atlas Partners (left for part of item 6c)
Jane Rigbye	JR	Director of Commissioning (Treatment & Harm-Minimisation)
Natalie Simpson	NS	Operations Manager – Minutes
Ronnie Whittington	RW	DCMS Observer
Clare Wyllie	CW	Director of Research and Evaluation
APOLOGIES		
Tim Livesley	TL	RGSB Secretariat Observer
Chris Pond	CP	Trustee
Jo Wolff	JW	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from: TL, CP and JW.

2. Appointment of new trustees

Trustees confirmed the appointment of Chris Pond, Sian Griffiths and Anthony Kessel to the Board with immediate effect.

SG and AK joined the meeting.

3. Minutes of meeting – 12 January 2017

The minutes of the Board of trustees' meeting held on 12 January 2017 were approved as a true and accurate record.

4. Matters arising

The paper was received as presented. Matters arising are all complete or to be discussed later in the meeting.

5. Chief Executive's report

The paper was received as presented.

GamCare

The Board was reassured that there is now adequate evidence of appropriate arrangements at GamCare for safeguarding vulnerable people. This had been addressed as a priority.

It was noted that resources were being put in place to support GamCare to address the specific issues raised by the Treatment Expert Panel.

Voluntary Settlement

MWE will meet the Chief Executive concerned on 15/3/17 to discuss how the voluntary settlement payment to GambleAware can be made without specific conditions. It was noted that if an operator makes a payment to a treatment provider directly, the new contracts in place between GambleAware and treatment providers contain a clawback provision if the provider accepts additional funding for services that are already being funded by GambleAware. It was also noted that new three-year funding contracts provide security to the treatment provider.

The Board was informed that in December 2015 the Gambling Commission agreed with the operator that the voluntary settlement would be made to a treatment provider.

Action: PH to discuss with Commission colleagues whether a clarification of the Commission's more recent position – to give settlement funds towards the strategy rather than to a treatment provider – can be made.

Financial management

The authority levels for financial payments agreed by the Audit and Risk Committee were endorsed by the full Board, with the following exception:

Action: A frequency clause to be added to: **Approval for payment (via email)** – payment of individual invoices up to £10,000 – MWE or IC for approval.

Trustee and personnel information

CW was welcomed as the new Director of Research and Evaluation.

The Board acknowledged abusive incidences that staff have experienced and it was agreed that any threats received by staff would be reported to both the police and the Gambling Commission.

6. GambleAware

a. Terms of appointment

It was noted that it is good practice to specify both a length of term and a maximum number of terms for trustees, and the charity's Articles of Association do not currently contain these provisions.

Action: It was resolved that the Articles of Association will be revised to specify that a term of appointment is 3 years and there is a maximum of 2 terms of office for trustees. It was recognised that timing of trustees reaching the end of any term may need to be balanced in order to maintain a majority of independent trustees.

b. Trustees' committees

The proposed participation of individual trustees in each committee was noted.

Action: KL to discuss committee membership with each trustee individually.

c. BeGambleAware and communications update

The paper was reviewed as presented.

Public relations and public affairs

Trustees discussed the recent Guardian articles that quoted MWE and it was acknowledged that while it can be difficult to achieve accurate reporting, journalists should be provided with agreed key messages when possible. **It was agreed** that GambleAware should continue to be proactive in the media in order to gain credibility.

Action: Key media messages to be reconsidered by Atlas Partners and representatives from the Board (including KL and BS), before being agreed by the rest of the Board. Trustees were urged to speak to KL if they have any particular issues about agreed messages.

Digital marketing results

It was noted that quality of visits to the website was more important than quantity.

Action: IC to provide trustees with the number of unique visitors to gambleaware.co.uk.

Spending approval

CN left the meeting during discussion of this item.

Trustees approved the continuation of the funding for Atlas Partners for 2017/18 as set out in the paper.

7. Audit and Risk Committee

a. Draft ARC minutes, 3 February 2017

The ARC minutes were noted as presented.

Trustees expressed deep concern that although the surplus funds are committed to treatment providers, there is a possible perception issue of 'sitting on funds', particularly if more voluntary settlement funds are received in future. It was agreed that this issue is a high risk to be addressed, and as such should be moved higher up the Risk Register. It was noted that the charity is in the second year of a 5-year plan to 'spend down reserves' and that this plan could be accelerated if necessary.

Action: A paper will be brought to the next Board meeting that addresses the level of cash reserves and options for how to improve the provision of services and therefore spending in this area if additional donations are received.

b. Quarter 3 management accounts

It was noted that the underspend to date is now less than in the management accounts provided, which show the underspend to 31/12/16.

c. 2017-19 budgets

The paper was noted as presented.

Trustees reviewed and approved the proposed funding and administration budgets, with the proviso that the next meeting will involve discussion of the level of ambition of increased spending in 2017-19 beyond that already identified, as agreed under item 7a. In particular, additional funds should be spent on treatment in order to address unmet need.

Trustees approved an increase of its reserves from £500,000 to £750,000 with effect from 1 April 2017.

8. Treatment and harm-minimisation

a. Activity update

The paper was noted as presented.

National Problem Gambling Clinic - CNWL

An oral update was provided on a revised proposal recently received from CNWL. The clinic will now only provide a service to tier 3 clients, rather than tiers 2 and 3. Services for all tier 2 clients will be delivered by GamCare.

Leeds

It was noted that GambleAware is working to manage the increased treatment service demand that is anticipated in Leeds as a result of a potential new 'Northern Problem Gambling hub'.

9. Fundraising

a. Fundraising update

The paper was noted as presented.

The Lotteries Council

It was agreed that the current arrangement with the Lotteries Council and Hospice Lotteries Association, whereby a donation is made on behalf of members from their annual membership fee, is amended to exclude a range of organisations who are expected to donate directly to GambleAware.

10. Research and evaluation

a. Activity update

The paper was reviewed as presented and there was discussion about the possibility of a joint research call with the ESRC.

11. Stakeholder activity

There was no stakeholder activity to report.

12. Any other business

Enforcement strategy consultation

It was agreed that GambleAware should make a submission to the Gambling Commission's 'Changes to enforcement strategy' consultation regarding voluntary settlements.

PS left the meeting.

Advertising

The 'Advertising' paper that was emailed to trustees before the meeting was distributed and reviewed as presented. **It was agreed** to proceed with caution on submitting a proposition to the DCMS about what GambleAware thinks is an appropriate approach to advertising promoting responsible behaviour and/or warning of the risks associated

with gambling. GambleAware will only offer what it can deliver and the draft proposition will be shared with trustees before being submitted.

13. Remuneration Committee

The chair, management team and observers retired from the meeting. KL also retired from the discussion about her remuneration.

A minute of this item is available from the Chair of the Remuneration Committee – AJ.

Next GambleAware Board meeting

Date: Thursday 8 June 2017

Time: 10.00am – 12.30pm

Venue: Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

Approval of minutes

Name: Kate Lampard - Chair

Date: _____

Signature: _____

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Thursday 8 June 2017
TIME	10.00am – 12.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Sian Griffiths	SG	Trustee
Alan Jamieson	AJ	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Jim Mullen	JM	Trustee (from item 4 onwards)
Chris Pond	CP	Trustee
IN ATTENDANCE		
Duncan Booth	DB	DCMS Observer
Iain Corby	IC	Deputy Chief Executive
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Sarah Evans	SE	Atlas Partners observer
Paul Hope	PH	Gambling Commission observer
Tim Livesley	TL	RGSB observer (from item 5 onwards)
Jane Rigbye	JR	Director of Commissioning (Treatment & Harm-Minimisation)
Natalie Simpson	NS	Operations Manager – Minutes
Clare Wyllie	CW	Director of Research & Evaluation
APOLOGIES		
Brigid Simmonds	BS	Trustee
Patrick Sturgis	PS	Trustee
Jo Wolff	JW	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from: BS, PS and JW.

2. Minutes of meeting – 9 March 2017

The minutes of the Board of trustees' meeting held on 9 March 2017 were approved as a true and accurate record.

3. Matters arising

The paper was received as presented. Matters arising are all complete or to be discussed later in the meeting.

4. Chief Executive's report

The Chief Executive's report was presented.

Advertising Standards Authority (ASA)

Trustees noted that a complaint about one of the two 'begambleaware.org' advertisements shown in cinemas in conjunction with *Trainspotting 2* had been upheld by the ASA. While some trustees felt that the ruling was subjective, and expressed concern that problem gambling may not be being treated as a serious issue by the ASA, the overall view was that the ASA ruling should not be challenged.

Action: IC to visit and provide ASA staff with background information on problem gambling. If necessary, then KL may discuss with the ASA Chair concerns about problem gambling being treated as a serious issue.

National Casino Forum (NCF)

Trustees were informed that despite having apparently reached agreement with NCF several times to revise the unwelcome process whereby NCF collects donations intended for GambleAware rather than encouraging donations to be made directly, the unnecessary intervention continues. When the Gambling Commission undertakes its review of research, education & treatment funding, the broader principles of industry funding mechanisms will be examined.

GambleAware Trustees

Trustees noted the resignation of Clive Hawkswood and Nick Harding as trustees, directors and members of the charity, and the large contribution they have both made to the charity was recognised. They stepped down in light of the agreed provision that trustees will serve no more than two terms of three years. 8 of the 11 current trustees are now independent of the gambling industry. The trustees who are drawn from the industry who were present at the meeting agreed that this balance is satisfactory. It was agreed that when the Industry Engagement Committee is established, it should play a strong role in communicating GambleAware's work across the industry.

GamCare

The Board was reassured that GamCare continues to make good progress towards meeting the standards that are identified in the service specifications that were provided at the outset of the original procurement process.

5. GambleAware

a. Trustees and committees

Articles of Association

A special resolution to amend the charity's Articles was distributed for signature. As agreed at the last meeting, the Articles have been revised to specify that a term of appointment is 3 years and that a trustee can serve a maximum term of 2 terms of office.

Trustees' committees

The restructuring of committees and expert panels agreed by trustees has taken effect:

- Research & Evaluation Committee (Chair JW)
- Education & Treatment Committee (Chair AJ)
- Audit & Risk Committee (Chair HB)
- Industry Engagement Committee (Chair CP).

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. The relevant experts will be identified, with a specific scope of work and lifespan, as required by a programme. Longer standing 'panels' may also be established for longer term programmes of work, such as advising on the quality of commissioning processes, and experts can be invited to report to and attend committee meetings, as necessary.

The proposed Research & Evaluation Committee and Education & Treatment Committee Terms of Reference agreed by the respective committees were approved by the full Board.

b. Review of spending plans

MWE made a presentation to the trustees: 'Review of spending plans, 2017-21'.

Trustees reviewed current spending plans in light of the current and projected surplus of cash and **agreed that the direction of travel** will be towards increased spending on both a public awareness campaign and treatment and brief intervention, bringing forward from 2021 the point at which it is expected that annual income and expenditure will be in balance. A comprehensive partnership network will first be put in place to ensure that GambleAware is running a sustainable campaign. Suggestions made by trustees included engaging Public Health England to scope options for a programme, and integrating the public health campaign with the Senet Group's campaign.

It was noted that further support in the office may be required, and trustees agreed in principle to increasing the management team, subject to further details being shared and agreed by email if required.

It was also suggested that the charity's objects are revised to include 'prevention'.

Action: A business case showing detailed planned spend over 3-5 years will be developed by the management team and then agreed by the Board, with a staged process to allow time for treatment services to develop to adequately cope with any subsequent increase in demand. Plans to be communicated to the DCMS and Remote Gambling Association, in light of recent discussions about an industry-funded public information broadcast campaign.

c. GambleAware key messages

Trustees reviewed the key messages that will be the basis for future public comment. It was agreed that when the key messages are finalised, the Industry Engagement Committee will be provided with the introductory paragraph/bullets, in order to aid communications with the industry.

Action: A more succinct key messages paper to be written and an introductory paragraph/bullet points to be added.

d. BeGambleAware & communications update

IC presented an update on BeGambleAware and communications.

15-24 BeGambleAware advertising campaign

Trustees noted that evaluation of the 15-24 BeGambleAware campaign has provided indications that significant outcomes can be achieved by advertising BeGambleAware on a larger scale. Only £12,000 of the budget has been spent to date, and surplus will be used to fund new creative. The media budget for phase 2 will be £150,000 with a further £50,000 for production.

6. Audit and Risk Committee update

HB updated trustees on items to be discussed at the Audit and Risk Committee meeting following the Board meeting. The 2016/17 year-end management accounts have been prepared but not yet audited. The risk register will be reviewed by the full Board at the AGM in December 2017.

7. Education and treatment activity update

The paper was received as presented. It was noted that payments for EPIC to deliver projects to address gambling-related harm in prisons and in the armed forces have been rescheduled to cover demand and need for resources. Due diligence has been done to check internal financial controls at the organisation.

8. Fundraising activity update

The paper was received as presented.

Online donation platform / payment gateway

It was noted that donors contributing £250 or less represent around 70% of donors but only contribute between 1.7% and 2.1% of funds raised. The new online donation platform will be set up to receive only donations of £250 and above. It was suggested that a phone payment system/app be considered to allow donations of under £250, although this is below the minimum recommended amount.

Trustees authorised the expenditure of £5,000 (& VAT) for the design, development and integration of a new Online donation platform/payment gateway.

Donors 'self-certification'

It was agreed that the Industry Engagement Committee will discuss whether GambleAware should encourage donors giving 0.1% or more of their GGY to 'self-certify' their level of commitment meets the recommended donation required to deliver the National Responsible Gambling Strategy by supplying a certificate from their auditors.

Challenge events/expeditions

The Industry Engagement Committee will discuss the possibility of GambleAware running another sponsored challenge event.

9. Research & evaluation update

The paper was received as presented and it was noted that research activity will be reported against the commissioning plan in future.

Trustees were informed that there were quality issues with two important recently-completed research projects, and while quality is the responsibility of the organisation undertaking the research, more oversight is obviously required by GambleAware. This issue is being addressed through the formation of expert steering groups, and the peer review process is addressing the concerns with these specific projects.

There was discussion about how to increase the pool of good quality research suppliers, such as by setting up a research unit at a top university, and it was noted that this will be considered by the Research & Evaluation Committee.

10. Stakeholder activity

TL reported that the RGSB progress report on year 1 of the National Responsible Gambling Strategy will be published on 12 June.

Action: The draft RGSB progress report on year 1 of the National Responsible Gambling Strategy to be distributed to trustees today.

Next GambleAware Board meeting

Date: Thursday 14 September 2017

Time: 10.00am – 12.30pm

Venue: Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

Approval of minutes

Name: Kate Lampard - Chair

Date: _____

Signature: _____

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Thursday 14 September 2017
TIME	10.00am – 12.30pm
VENUE	Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Sian Griffiths	SG	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Jim Mullen	JM	Trustee
Chris Pond	CP	Trustee
Brigid Simmonds	BS	Trustee
Patrick Sturgis	PS	Trustee
Jo Wolff	JW	Trustee
IN ATTENDANCE		
Vanessa Avlonitis	VA	GamCare (item 8b only)
Iain Corby	IC	Deputy Chief Executive – Minutes
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Sarah Evans	SE	Atlas Partners observer
Paul Hope	PH	Gambling Commission observer
Tim Livesley	TL	RGSB observer
Jane Rigbye	JR	Director of Commissioning (Treatment & Harm-Minimisation)
Simon Thompson	ST	GamCare (item 8b only)
Clare Wyllie	CW	Director of Research & Evaluation
APOLOGIES		
Alan Jamieson	AJ	Trustee
Annette Dale-Perera	ADP	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from AJ and ADP.

2. Declarations of interest

There were no declarations of interest beyond those already recorded.

3. Correction of Minutes of meeting – 17 March 2017

A correction was approved to the minutes of the meeting of 17 March 2017 to note that during the discussion of her own remuneration, the Chair left the meeting.

4. Minutes of meeting – 8 June 2017

The minutes of the Board of trustees' meeting held on 8 June 2017 were approved as a true and accurate record.

5. Matters arising

Matters arising were all complete or to be discussed later in the meeting.

6. GambleAware

a. Chief Executive's report

The Chief Executive's report was presented.

Fundraising and cash-flow

In July, it was clear that fundraising was significantly behind. This was mostly due to three operators, two of whom have now provided strong reassurances. Most income is historically received later in the charity's financial year, so cashflow can be less healthy than year-end accounts may suggest. GambleAware ensured the Gambling Commission was kept updated and reminded trustees of the need to focus on remaining solvent and stable.

MWE updated trustees with recent voluntary settlement income. £500,000 is due imminently from Caesars Entertainment, with the remainder going to good causes local to their operations but not related to gambling, which is a matter for the Gambling Commission to consider.

888 have indicated they expect most of £4.25m arising from a well-publicised regulatory settlement to be donated to GambleAware, in addition to their ongoing obligation to 0.1%. PH reaffirmed that the Commission does not want the industry to see any large regulatory settlements as an excuse to reduce underlying RET funding.

Action: Additional treatment funding for an individual was approved in relation to one voluntary settlement.

Public Awareness Campaign

GambleAware has been invited by broadcasters and remote operators to design and deliver a two-year pilot public awareness campaign. It was noted that the proposal submitted to ministers is the result of negotiations with stakeholders. Trustees felt the funding arrangements were complex and should be aligned with our existing fundraising after the pilot period.

Trustees expressed concern that there should be sufficient national capacity in terms of information, sign-posting and treatment services before any campaign, and that evaluation is critical.

Trustee 'Away-day'

MWE proposed this for January, once the Gambling Commission's research, education and treatment (RET) review findings were clear, allowing a new plan to be developed for 2018/19.

Action: MWE to arrange 4-hour meeting in January.

b. Charity Governance Code

MWE highlighted this replacement for the Hallmarks of an Effective Charity. Significant changes in governance over the past year will be reviewed once they have settled.

Action: MWE to plan for the charity to review its governance next in 2019.

c. Gambling Commission review of research, education and treatment arrangements

A draft response to the Gambling Commission relating to its review of RET arrangements was considered by trustees.

Trustees expressed support for the principle of a statutory levy, but were clear it was for government to determine how it was constructed.

Action: MWE to update GambleAware's response to the review and circulate to trustees for approval.

d. Key messages – Elevator pitch

Trustees reviewed a document summarising GambleAware's role.

e. BeGambleAware & Communications Update

Trustees agreed to complete the transition from gambleaware.co.uk to [BeGambleAware.org](http://BEGambleAware.org).

f. Operational processes

Trustees noted the documented processes.

7. Audit & Risk Committee

The Committee will meet again in October/November and had nothing to report to the meeting.

8. Education & Treatment Committee

a. Activity Update

The forthcoming open call for new innovative harm-minimisation projects was noted.

b. GamCare update

Simon Thompson (GamCare interim CEO) and Vanessa Avlonitis (GamCare interim Director of Clinical Services) provided an update on changes at GamCare, including structures, culture, mobilisation and development plans.

The Board was reassured that GamCare continues to make good progress towards meeting the standards that are identified in the treatment service specifications that were provided at the outset of the original grant-awarding process.

Action: Re-commence the grant-awarding process and invite the Education and Treatment Committee to make recommendations to the full Board.

9. Research & Evaluation Committee

a. Activity

Current progress with research and evaluation was noted. The Board was informed that despite several revisions, the PwC report on gambling-related harm is of poor quality and unpublishable. Management were instructed not to pay the remaining fee and to seek to recover funds already paid from PwC.

Action: MWE to communicate trustees' decision on the gambling-related harm report to PwC.

b. Recruitment

The Board agreed a proposal to recruit a Research Manager to support the Director of Research and Evaluation.

10. Industry Engagement Committee

a. Fundraising update

The fundraising and industry engagement activity was noted.

b. Terms of Reference

The Industry Engagement Committee Terms of Reference were approved with the removal of the word industry, so it shall be known as the 'Engagement Committee'.

11. Stakeholder activity

None.

12. Any other business

None.

Next GambleAware Board meeting & AGM

Date: Thursday 13 December 2017

Time: 10.00am – 12.30pm

Venue: Gordon Dadds, 6-11 Agar Street, London, WC2N 4HN

Approval of minutes

Name: Kate Lampard - Chair

Date: _____

Signature: _____

GambleAware

Minutes of the Board of Trustees' meeting

DATE	Wednesday 13 December 2017
TIME	10.00am – 12.00pm
VENUE	Mischon De Reya, Africa House, 70 Kingsway, London WC2B 6AH

PRESENT	INITIALS	NOTES
Henry Birch	HB	Trustee
Annette Dale-Perera	ADP	Trustee
Sian Griffiths	SG	Trustee
Alan Jamieson	AJ	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Jim Mullen	JM	Trustee
Patrick Sturgis	PS	Trustee
IN ATTENDANCE		
Iain Corby	IC	Deputy Chief Executive – Minutes
Cinta Esmel	CE	Director of Fundraising
Marc Etches	MWE	Chief Executive
Beth Hines	BH	DCMS observer
Tim Livesley	TL	RGSB observer
Vanessa Pine	VP	Atlas Partners observer
Jane Rigbye	JR	Director of Education
Clare Wyllie	CW	Director of Research & Evaluation
APOLOGIES		
Paul Hope	PH	Gambling Commission observer
Chris Pond	CP	Trustee
Brigid Simmonds	BS	Trustee
Jo Wolff	JW	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting.

Apologies were received from CP, BS, JW and PH.

This was Jo Wolff's last meeting as a Trustee. He was thanked for his service to GambleAware in his absence.

2. Declarations of interest

There were no declarations of interest beyond those already recorded.

3. Minutes of meeting – 14 September 2017

The minutes of the Board of trustees' meeting held on 14 September 2017 were approved as a true and accurate record.

4. Matters arising

Matters arising were all complete or to be discussed later in the meeting.

An additional matter was noted: Recruitment of a Research Manager. The current search was unsuccessful, and recruitment remains open until the New Year. The job description is to be amended to attract more and higher quality applications.

5. GambleAware

a. Chief Executive's report

The Chief Executive's report was presented.

Fundraising, cash-flow and future expenditure

MWE updated trustees that following an open letter to the industry on 30 October:

- £2.5 million of donations and pledges received within ten days
- National Casino Forum members have agreed to provide donations directly to GambleAware, changing their terms of membership to make clear that all operators will be expected to donate 0.1% of their GGY in full to GambleAware. However, work with Regulus Partners has indicated that at least one member falls significantly short of these expectations, and it is likely that GambleAware will seek to address this through NCF at the end of the financial year.
- Bill Moyes, Gambling Commission, cited the letter in his challenge to Chief Executives attending the Commission's 'Raising Standards' conference
- One online operator has made an additional donation of £250,000

MWE noted to trustees that the Remote Gaming Association has publicly announced its support of a statutory levy. MWE explained the ongoing work to inform trustees how a

statutory levy might be implemented. Also, MWE emphasised the importance of GambleAware's role in establishing what minimum funding would be necessary to adequately fund research, education and treatment in the future by way of such a levy. Trustees agreed that the starting point was to establish appropriate strategies for each area, which will be the primary purpose for the trustee annual strategy meeting in January 2018.

Action: MWE to ensure this is reflected in the agenda for the strategy meeting in January.

Fundraising total as at 30 November 2017:

- Total raised and pledged (excluding Voluntary Settlements) £7,146,000 (£6,344,000 at 20 December 2016).
- In addition, voluntary settlements of £4.75 million mean that the cash position is secure for the time being.

Trustees noted the risks associated with having 'surplus' funds, and agreed that the essential next step was to review and update strategic priorities in January. Also, it was noted that it may be unavoidable that a continuing 'cash surplus' at some level is inevitable on the basis that future strategic plans may require spending plans that extend into the future. Trustees are mindful that in the current 'voluntary donation' system there is no certainty regarding the timing and level of receipt of funds in the future. Also, the volatility of the funding situation is likely to be further exacerbated by additional 'voluntary settlements' received as a result of Gambling Commission regulatory action against gambling businesses.

Action: IC to ensure that the risks associated with surplus funds is included on the risk register.

Action: MWE to ensure plans to spend funds over the coming five years are reviewed and updated in conjunction with trustees' annual strategy meeting in January.

Request for personal data

Trustees discussed the 'subject access request' which has been received from Lupton Fawcett (lawyers). Management are taking legal advice. While there are no concerns over the data that may need to be shared, the major concern is the time that an exhaustive search will take away from our normal charitable activities.

Government review of gambling

GambleAware will respond to the DMCS 'Consultation on proposal for changes to Gaming machines and Social Responsibility Measure' by updating the original submission setting out additional research, as well as trustees' views on the statutory levy.

Action: MWE to ensure a marked up version of the submission is circulated to trustees for comment prior to the response deadline on Tuesday 23rd January 2018.

Public Awareness Campaign

Trustees approved the request to commit sufficient funds to establish the delivery unit, including the appointment of key personnel on the basis that the costs will be borne by the Campaign budget, which is to be raised from the industry over and above existing donation arrangements.

Trustees requested that reassurance is sought from the board of GamCare that the treatment network can quickly increase capacity to respond to any increased demand from the public awareness campaign. It was also noted that reserves may need to be held to support this.

Action: IC and Director of Commissioning of Treatment to evidence treatment system can respond to any increased demand, which will be in place before the campaign is launched.

Trustees and personnel

It was noted that Jo Wolff is to step down as a trustee in December 2017. Consequently, GambleAware is recruiting for new trustees.

MWE noted that KL has been appointed by Health Secretary Jeremy Hunt, MP as the lead non-executive director to the Department of Health.

Trustees were advised that recruitment is underway for a Director of Commissioning of Treatment. JR is to take on a newly defined role as Director of Education. Simon Thompson will support GambleAware through a period of transition until 30 April 2018.

b. Charity governance code

MWE reminded trustees of the charity governance code, and confirmed that a review of the seven principles would be held systematically over the course of 2018. It is planned that the first principle, 'Organisational purpose' will be reviewed at the upcoming strategy meeting in January 2018.

Action: All trustees to respond to the associated pro-forma by 21st December 2017.

c. Conflict of interest policy

Trustees agreed to adopt the policy as presented. It was noted that there is an inherent risk associated with the setting of the research strategy by RGSB whose members may themselves have a conflict of interest. TL acknowledged this was a matter for RGSB.

d. BeGambleAware and Communications Update

IC updated trustees on the development of the BeGambleAware advertising campaign planned for the whole of Wales in January. Trustees are keen that this is effectively evaluated. IC noted that ICM are undertaking the evaluation work.

Trustees were also updated on recent PR and public affairs activity. Trustees noted the scale and quality of the communications and commended Atlas and management for this.

IC noted the 'Policy Fair' to be held in the House of Commons in January 2018, to which stakeholders have been invited to discuss their responses to the current policy consultation with parliamentarians. IC underscored that GambleAware's role is as a facilitator and will not be adopting any particular policy position for itself.

IC noted the recent successful 'Responsible Gambling' week run by the gambling industry via IGRG, which resulted in a 1000% increase in visitors to BeGambleAware.org. Trustees suggested that evaluation work should consider why people are visiting begambleaware.org.

Action: IC to ensure survey of website users is built in to future evaluation.

6. Audit and Risk Committee

a. ARC meeting minutes

HB updated trustees on items discussed at the most recent Audit and Risk Committee meeting held on 22 November. GambleAware will go out to tender for auditors early next year.

KL noted that the ARC requires additional and independent trustees, and noted that the current trustee recruitment process is likely to provide additional resource in this area.

b. Management accounts/cash-flow

MWE reported that the accounts have been reviewed and amendments made to the trustee report to ensure the language around treatment provision accurately represents the grant funding arrangements. MWE noted the current cash surplus and reiterated reasons for the current underspend. Some areas of the research budget are due to increase during the current financial year which should make up for some of this underspend by the year end.

HB informed trustees of the ARC decision to move £5 million of funds to a 32-day deposit account with a higher interest rate (0.6%).

c. Risk Register

IC noted in particular the new reputational risk added around lack of organised engagement with stakeholders with experience of gambling-related harm. CW and IC are working on a plan to resolve this risk.

IC reported that otherwise risks are assessed by the ARC as being generally well managed.

Trustees agreed to add risks around the re-procurement of GamCare services and risk in relation to financial underspending.

Action: IC to update risk register to include GamCare re-procurement and financial underspend.

7. Research and Evaluation Committee

a. Activity Update

The paper was received as presented.

It was noted that AK has taken over from JW as Interim Chair of the Research Committee. AK informed trustees that he intends to review the administrative processes relating to research to ensure they are robust, for example establishing a recognised ethics framework. AK would also like to explore what the research commissioning landscape might look like if a statutory levy came in to force.

b. Terms of Reference - update

Trustees agreed an update to the Terms of Reference.

8. Education and Treatment Committee

a. Activity Update

The paper was received as presented.

Trustees agreed to extend funding for both the Newport CAB and Fast Forward projects until the end of March 2018.

Trustees agreed to extend funding to support GamCare treatment provision into HMP Forest Bank for the remainder of the project (until August 2018).

b. GamCare funding agreements

IC updated trustees on the current position regarding negotiation of funding agreements with GamCare. ADP emphasised that trustees must be kept informed and reassured of GamCare's competency as a lead provider as agreed with the Education & Treatment Committee.

9. Engagement Committee

Trustees agreed to re-name the committee as 'Stakeholder Engagement Committee'.

a. Fundraising Update

The paper was received as presented.

Trustees were asked to provide their comments on the 'Donations Acceptance Policy' to CE.

Action: Trustees to review 'Donations Acceptance Policy' and provide CE with feedback.

b. Industry Engagement panel

MWE provided a verbal update on the recent Industry Engagement panel. MWE suggested that more thinking is to be done about how and how often GambleAware should engage with the industry, with the aims of ensuring goodwill and mutual understanding.

10. Stakeholder activity

No update from RGSB or DCMS. GC were not present.

Next GambleAware Board meeting

Date: Thursday 8 March 2018

Approval of minutes

Name: Kate Lampard - Chair

Date: _____

Signature: _____