

Minutes of the Board of Trustees' meeting

DATE	Thursday 1 July 2021
TIME	10.00am – 12.30pm
VENUE	Virtual zoom

PRESENT	INITIALS	NOTES
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (items 1 to 12 only)
Paul Simpson	PS	Trustee
IN ATTENDANCE		
Alison Clare	AC	Research, Information & Knowledge Director (Interim) (items 1 to 12 only)
Sarah Evans	SE	Head of Communications & Fundraising (items 1 to 12 only)
Nicole Masters	NM	Head of Brand & Partnerships (Interim) (items 1 to 12 only)
Charlie Napier	CN	Atlas Partners observer (items 1 to 12 only)
Zoe Osmond	ZO	Chief Executive
Robin Price	RPr	Head of Finance (Interim) (items 1 to 12 only)
Jane Rigbye	JR	Prevention Director (items 1 to 12 only)
Natalie Simpson	NS	Company Secretary (minutes) (items 1 to 12 only)
Juliet Taylor	JT	Starfish Search (item 6 only)
Katrina Williams	KW	Executive Support Officer (items 1 to 12 only)
APOLOGIES		
Saffron Cordery	SC	Trustee
Marcantonio Spada	MS	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting. Apologies were received from SC and MS.

It was noted that AK and MS will reach the end of their first three-year term on the Board in September 2021, and neither are seeking re-election due to other commitments. MS will step down from the Board in mid-July and AK in September. They were thanked for their hard work and commitment, particularly AK's work as Chair of the Research & Evaluation Committee.

2. Declarations of interest

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

3. Minutes of meetings – 11 March 2021 & 14 April 2021

The minutes of the Board of trustees' meetings held on 11 March 2021 and 14 April 2021 were approved as a true and accurate record.

It was noted that the COVID-19 concession which permitted charities to hold meetings online regardless of their governing documents ended on 30 March 2021. Although GambleAware has no authority in its governing document for holding virtual meetings, trustees agreed that this meeting needed to be held virtually due to ongoing health risks of meeting in person.

4. Matters arising

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

It was noted that the Gambling Commission will attend Board meetings again when the new senior team is in place.

It was agreed that for clarity around what is required reading for Board meetings, the minutes of Committee meetings will be moved to an appendix in future Board papers.

a. Resources Committee

The minutes of the Resources Committee meeting on 29 March 2021 were received as presented.

b. Education & Treatment Committee (ETC)

The minutes of the ETC meeting on 6 May 2021 were noted.

a. Audit & Risk Committee (ARC)

The minutes of the ARC meeting on 17 May 2021 were received as presented.

It was noted that the auditors continue to be Sayer Vincent, although GambleAware has a new audit partner, Fleur Holden.

The Committee had a substantial discussion about the risk register, which will be presented at the next Committee meeting and then the next Board meeting.

a. Research & Evaluation Committee (REC)

The minutes of the REC meeting on 3 June 2021 were noted.

5. GambleAware

a. Chief Executive's report

The report from the Chief Executive was received as presented.

Department of Health & Social Care (DHSC) – it was noted that although DHSC has not yet established its advisory panel, it is holding monthly meetings with GambleAware. Trustees stressed the importance of this relationship and of keeping gambling on the DHSC agenda.

Equality, diversity & inclusion (EDI) – the connection between EDI and the recruitment process was discussed, particularly with regard to providing assurance to trustees that the EDI strategy is being enacted through the recruitment drive.

Funding decisions approved by correspondence – trustees approved by email the following: **GamCare** increase of funding for the National Gambling Helpline staff salaries - £185,450 per annum to March 2023.

Policy matters for Board approval:

- **Conflict of interest policy:** Following review by the management team, trustees reviewed and **agreed the policy**, subject to a minor amendment to clarify what would be entered on the hospitality register rather than interests register.
- **Donations acceptance policy:** Trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the policy**.
- **Fundraising complaints procedures:** Trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the procedures**.

- **Personal data breaches procedure:** Trustees reviewed the procedures and agreed with the recommendation by the Audit & Risk Committee to **approve the procedures**, subject to a minor amendment to clarify wording.

b. Safeguarding matters

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

Safeguarding report - it was noted that the ETC has asked management for further assurance that appropriate practice is being delivered with regard to the suicidality figures.

Safeguarding training - trustees were informed that the audit process and service reviews enable the monitoring of safeguarding training within GambleAware-commissioned organisations. There is an intention to provide regular safeguarding training for the GambleAware workforce when new staff are in place.

Action: Safeguarding training will be provided for all trustees once new trustees are in place and every three years thereafter.

Trustees reviewed the Safeguarding Policy and Procedures and agreed with the recommendation by the Audit & Risk Committee to **approve the policy**, subject to amendment of the safeguarding training requirement for trustees from annually to every three years.

6. Board evaluation

JT joined the meeting and provided a summary of the independent Board Effectiveness Review. The Board was found to be effective and performing very well as a team and meeting its obligations in all key areas of the review. Opportunities for further development arise from GambleAware's new strategic priorities, and the risks and pressures introduced by them.

Trustees welcomed the opportunity to broaden and diversify the Board, and to enhance its ambassadorial role, with the planned recruitment of new trustees.

It was recognised that the key focus is the need to renegotiate the rules of engagement between the Board and Committees, and Board and Executive as the organisation evolves. The ETC in particular is overloaded, and trustees urged that flexibility is built into the approach as Committees are translated into different structures.

It was suggested that there should be further consideration given to the Board's attitude to risk and the scheme of delegation when the new workforce is in place. Many decisions could be taken by management, with Committees providing oversight and assurance rather than being involved in decision-making in future. Trustees urged the team to be pragmatic in the interim period, noting that some existing processes may not be appropriate in this period.

Concern was expressed about the outsourcing of development of the organisation's own governance, which should be owned by the management team and trustees, particularly as the charity increases in size.

It was agreed that trustees need more time for strategic thinking and discussion in meetings.

There was discussion about how to engage and develop relationships with stakeholders.

Action: RP and ZO to draft an action plan in response to the Board Evaluation report and report back to trustees.

JT left the meeting.

MH has reached the end of her first three-year term on both the Audit & Risk Committee and the Education & Treatment Committee and was **re-elected for a second three-year term on both Committees**.

7. Return to office working – risk assessment

The paper and risk register were received as presented and trustees noted the phased approach to return to office working.

8. Portfolio overview

The draft single portfolio overview was received as presented and the focus on outcome rather than outputs was welcomed.

9. Fundraising

The fundraising update was noted.

Management will seek to contact a broader range of operators, beyond the 'big 4'. There was discussion about the contribution from Camelot and the responsibility

they have to their customers who may be generally at risk or experiencing gambling harms.

There was discussion about how to engage the Gambling Commission with the fundraising agenda.

It was noted that the forecast income has increased considerably following clarity from the Betting & Gaming Council on timings of donations, and the management team is cognisant of the associated increase in required expenditure.

10. Communications & engagement

a. Safer Gambling Campaign (SGC) Board – 13 May 2021

The SGC minutes were received as presented.

11. Stakeholder activity

There were no stakeholders present at the meeting.

12. Any other business

There was no AOB.

13. Trustee discussion

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

a. HR update

A note on this item is available from ZO.

b. Reward, pay, salary proposal

The paper was received as presented and the proposal was approved. The paper is available from ZO.