

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Thursday 20 July 2023
<b>TIME</b>	10.00am – 12.30pm
<b>VENUE</b>	Hybrid: Virtual Teams & GambleAware offices

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Kate Lampard	KL	Chair of Trustees
Hilary Armstrong	HA	Trustee
Saffron Cordery	SC	Trustee (Online)
Marina Gibbs	MG	Trustee
Professor Sian Griffiths	SG	Trustee (Online)
Mubin Haq	MHaq	Trustee (Online)
Michelle Highman	MHi	Trustee (Online)
Rachel Pearce	RP	Trustee (from 10.40am)
Paul Simpson	PS	Trustee (Online)
Koravangattu Valsraj	KV	Trustee (Online)
<b>IN ATTENDANCE</b>		
Zoë Osmond	ZO	Chief Executive
Alexia Clifford	AC	Chief Communications Officer
Si Flanagan	SF	Chief Operations Officer
Anna Hargrave	AH	Chief Commissioning Officer
Sarah Fox	SF	DCMS
Muneeb Hafiz	MHaf	DCMS
Ben Howard	BH	Chair of LE Council (Online)
Rasheda Nicholson	RN	Company Secretary
Also attending for specific items; Helen Owen (HO) Evaluation Director, Berhe Gebru (BG), Head of Finance.		
<b>APOLOGIES</b>		
Tim Miller	TM	Gambling Commission

## 1. Welcome and apologies

- 1.1. KL welcomed everyone to the meeting, including Muneeb Hafiz and Sarah Fox (Department for Culture, Media, and Sport [DCMS]), who joined to observe this meeting.
- 1.2. Apologies had been received in advance from TM.
- 1.3. The Chair informed the Board that the key item of business on the agenda was responding to the white paper.

## 2. Declarations of interest

- 2.1. Trustees were reminded to declare any relevant conflicts of interest. No conflicts were declared.

## 3. Minutes of previous meeting

- 3.1. **ACTION: RN to amend the minutes to ensure para 9.7 of the March meeting references MHaf and the MHi is added to the apologies in advance section of the June minutes.**
- 3.2. **RESOLVED: Subject to the above corrections, the minutes were approved as an accurate record.**

## 4. Action log

- 4.1. All actions were noted as either complete or underway.

## 5. Chief Executive's report

- 5.1. ZO introduced the report, which outlined key organisational developments. The following points were highlighted during the CEO update:

### *Project Quality*

This is referenced in a separate report to enable confidentiality for an individual complainant. *DCMS Select Committee*

Trustees were informed that a number of inaccurate statements were made during the Select Committee meeting by Gambling With Lives ('GwL') regarding GambleAware's independence from the industry. ZO outlined the GA letter in response. She also outlined the continued exchanges with Chapter One about their inaccurate statements about the NGSN. *Statement from NHSE*

- 5.2. Trustees noted that Professor Henrietta Bowden Jones (National Clinical Advisor for Gambling Harms at NHSE) agreed to publish a statement affirming NHSE's collaboration with GambleAware in the interim period until the levy is distributed. The statement has been published on the Charity's website and shared with NGSN providers.

### *System Stabilisation Fund*

- 5.3. ZO informed trustees that she met with Andrew Rhodes (CEO of the Gambling Commission) to discuss the system stabilisation fund. It was noted that a clear timetable will be attached to the fund once there is a formal announcement.
- 5.4. The Chair opened the item to questions and comments. Extensive dialogue took place around the regulatory settlement and how the receipt of these funds will impact the Charity.
- 5.5. Trustees noted that AH arranged a call with the Charity's treatment providers to get clarity regarding direct industry funding for other programmes. Additionally, AH has asked all treatment providers to give the Charity information about their engagement with the NHS.
- 5.6. SF informed the Board that the Secretary of State for DCMS, Lucy Frazer KC, will be attending the Select Committee. Trustees were invited to provide SF and MHaf with any additional information they would like to be considered at the Select Committee.
- 5.7. There was an update around Camelot/ Allwyn's position in relation to the current funding system and the use of the GA signposting. Discussions continue regarding implementation of the Select Committee's recommendations. *Internal*
- 5.8. Trustees noted that the Charity currently has 47 staff plus consultants with 39 in the "recruitment pipeline". Questions arose as to whether there was enough space in the Charity's offices to accommodate the new staff members. ZO reported that the Charity is prepared and has access to office space upstairs if required.
- 5.9. A brief discussion took place on ensuring that new employees fit into the culture of the Charity, particularly given the hybrid nature of the roles at the Charity. ZO informed trustees that Management have engaged a consultant to review the culture and optimisation of executive leadership at the Charity.

## **6. Performance and Delivery Committee - Update**

- 6.1. The paper for this agenda item (23 03 (05) Performance and Delivery Committee - Update) was taken as read.
- 6.2. Trustees briefly discussed the impact that the stigma campaign has made. In particular, it was noted that there were 4,021 target calls to the helpline in April which is the highest ever number. Questions arose as to whether there was enough capacity to cope with additional calls.
- 6.3. AH informed trustees that the helpline staff members are coping well with the increase in calls, but as demand grows management will keep an eye on their capacity and ensure that additional resources are available if required.
- 6.4. Trustees congratulated management on the Stigma campaign.

## **7. Safeguarding report**

- 7.1. The Board noted the Safeguarding Report (paper 23 03 (06)).

## 8. Responding to White Paper

- 8.1. HO joined the meeting.
- 8.2. HO delivered a presentation which provided trustees with information around GambleAware's current approach to the White Paper Consultation.
- 8.3. **ACTION: HO to review the feedback from trustees regarding the strategic options for the statutory levy board and will draft a paper regarding the preferred role of GambleAware in the new structure. The paper will be circulated to trustees to review via email.**

## 9. Strategic Framework

- 9.1. HO delivered a presentation which outlined the background of the development of the organisational Strategic Framework.
- 9.2. **ACTION: HO to amend the Mid-level story to include information about the importance of inequality in relation to gambling harms.**
- 9.3. **RESOLVED: After due consideration, Trustees approved the implementation of the Strategic Framework.**

### *Prioritisation framework*

- 9.4. SS provided Trustees with a brief introduction to the Charity's Prioritisation Framework which has been developed alongside the Strategic Framework. Trustees were informed that the purpose of the framework is to ensure the Charity allocates its resources in an open and transparent way to the programmes and projects where it is able to have the most impact on the reduction of gambling harm against population need.
- 9.5. It was noted that working group was created consisting of GA staff and members of the Lived Experience Council to co-produce the framework's objectives, filtering questions and criteria which will be used when looking at future commissioning activity.

## 10. Finance Report (including Resource Committee update)

- 10.1. SF briefly outlined the focus of the Resources Committee meeting which took place on 10 July including the consideration of the 2023/24 reforecast. Discussion took place around the increase in income and expenditure in 23/24 which related primarily to the regulatory settlement funds. After careful consideration, the Committee recommended the 2023/24 reforecast for Board approval.
- 10.2. The following items were also considered during the Committee meeting:
- 10.3. **May management accounts:** The Committee considered the most recent set of management accounts. It was noted that there were no significant changes from original budget.
- 10.4. **2022/23 management accounts:** SF reported that currently there was a £9.7m surplus. For statutory reporting, short term and long-term grants that total c.

£11m will be accounted for which will increase the total charitable expenditure and decrease the surplus to a deficit.

- 10.5. **Investment plan:** Extensive dialogue took place around the Investment Strategy that was presented with the support of the Charity's external investment advisors (Epoch). A further detailed discussion took place about Environmental, Social, and governance (ESG) investments. The Committee agreed that the investments should exclude the typical list of negative investments, such as firearms, tobacco, and gambling.
- 10.6. **External audit update:** BG provided the Committee with a brief update on the audit. Trustees were reminded that the audit was being undertaken by new auditors (Haysmacintyre). It was noted that the Audit was progressing well.
- 10.7. **Change in GambleAware staff pension:** SF reported that the Committee was updated on the staff pension scheme..
- 10.8. **HR and OD update: The Committee was informed that the Charity is currently recruiting 39 roles many of which are temporary roles associated with the regulatory settlement.**
- 10.9. Trustees noted the May management accounts, the 2022/23 management accounts and the investment strategy and updates which were appended to the paper.
- 10.10. **RESOLVED: After due consideration, Trustees:**
- **agreed to ratify the recommendation from the Resources Committee to approve the 2023/24 reforecast, delegating to the executive the ability to amend the exact distribution of the Regulatory Settlement spend in line with the Regulatory Settlement agreement, as approved by the Gambling Commission.**
  - **approved the delegation of the sign off of System Stabilisation to the Audit and Risk Committee. Subject to the presentation of sufficient assurances and mitigation of risk.**

## 11. Risk management

- 11.1. The paper for this agenda item (23 03 (13)) Risk Management was taken as read.
- 11.2. Discussion took place around the Organisational capacity high level risk (Risk 65).
- 11.3. **ACTION: Management to consider offering apprenticeships, internships and secondments to organisations whose work aligns with the Charity.**

## 12. Policies for Noting

### *Employee Referencing Policy*

- 12.1. Trustees noted the Employee Referencing Policy approved by ARC on 23 May 2023 (Paper 23 03 (12)).

*Acceptable IT and Social Media Use Policy*

- 12.2. A brief discussion took place around the Acceptable IT and Social Media Use Policy which was approved (subject to amendments) by the Resources Committee 10 July 2023 (Paper 23 03 (13)).
- 12.3. **ACTION: KL to review and update the “use of social media in the recruitment process” of the Acceptable IT and Social Media Use Policy. Once the policy is finalised the policy will be circulated to trustees for approval via email.**

### **13.Any Other Business**

- 13.1. ZO took the opportunity to formally record her thanks to SF for his valuable service as COO of GambleAware as he was attending his last board meeting. Trustees noted that SF would be leaving the Charity at the beginning of September. ZO informed trustees that ELT would be interviewing candidates for the interim COO role tomorrow.
- 13.2. The meeting ended at 12.06pm.