

Minutes of the Board of Trustees' meeting

DATE	Thursday 24 March 2022
TIME	10.00am – 12.30pm
VENUE	Hybrid: Virtual zoom & De Morgan House, 57 Russell Sq, London, WC1B 4HS

PRESENT	INITIALS	NOTES
Hilary Armstrong	HA	Trustee
Saffron Cordery	SC	Trustee (items 2 to 5c only)
Marina Gibbs	MG	Trustee
Professor Sian Griffiths	SG	Trustee (item 5a onwards)
Mubin Haq	MHa	Trustee
Michelle Highman	MHi	Trustee
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (part of item 5a onwards)
Koravangattu Valsraj	KV	Trustee
IN ATTENDANCE		
Alexia Clifford	AC	Chief Communications Officer
Si Flanagan	SF	Chief Operations Officer
Anna Hargrave	AH	Chief Commissioning Officer
Teresa O'Connor	TO	Company Secretarial team
Zoe Osmond	ZO	Chief Executive
Natalie Simpson	NS	Company Secretary (minutes)
APOLOGIES		
Paul Simpson	PS	Trustee

1. Welcome and apologies

KL welcomed everyone to the meeting. Apologies were received from PS and Tim Miller, Gambling Commission observer.

It was noted that the Chair will hold 121 meetings with each trustee.

TO was welcomed as the incoming Company Secretary.

SC joined the meeting.

2. Declarations of interest

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

MHa reminded the Board that he is CEO of a company that provides funding to the University of Bristol's Personal Finance Research Centre, which has received GambleAware funding in the past.

3. Minutes of meetings – 9 December 2021 & 25 January 2022

The minutes of the Board of trustees' meeting held on 9 December 2021 and 25 January 2022 were approved as a true and accurate record.

4. Action log

Outstanding actions from previous meetings are in hand or discussed later in the agenda. The owner of the Board governance actions is now SF.

5. GambleAware

a. Chief Executive's report

SG joined the meeting.

The report from the Chief Executive was received as presented.

Reputational management

Trustees discussed the constantly changing environment within which the charity is operating. It was noted that lobbying has intensified. HA, SG, ZO and the Leadership Team were thanked for holding discussions with various stakeholders and an update was provided on AH's recent conversations with NHS England.

GambleAware will meet with the Minister responsible for gambling to discuss the continuity of services under a future funding model. A meeting is also planned with the Chair and CEO of the Gambling Commission to discuss funding models.

Trustees were informed that a public affairs agency has been engaged on a three-month basis to provide high-level strategic thinking and direction about the appropriate source of action to counter persistent negative publicity. It was suggested that impact assessment work should be woven into GambleAware's narrative as a measure of the charity's success.

Action: AC to provide trustees with a key player mapping paper.

RP joined the meeting.

Trustees agreed that there was no desire to start legal proceedings to correct inaccurate statements about GA's work as this would not be a wise use of charitable funds.

Staff

Trustees acknowledged that it is currently a job seekers market and steps were being taken to make bonus arrangements competitive.

There was discussion about the need for a larger office that allows for collaborative working. It was suggested that a multi-hub office arrangement could form part of the considerations.

Trustees

PS and SC have reached the end of their first three-year term on the Audit and Risk Committee and **the Board agreed to re-elect them for a second (and final) term on the Committee, until their term as GambleAware trustees ends.**

It was noted that trustees agreed by email in February that the Audit and Risk Committee will have the following three members: PS, MG, SC.

MHi chaired the meeting for this item: KL has reached the end of her first three-year term on the Resources Committee and **the Board agreed to re-elect KL for a second (and final) term on the Committee, until KL's term as Board Chair ends.**

Policy matters for Board approval

Trustee travel and expenses policy - trustees reviewed the policy and agreed with the recommendation by the Resources Committee to **approve the trustee travel and expenses policy.**

Committee meetings

- **Education & Treatment Committee (ETC)** - the minutes of the ETC meetings on 1 December 2021 and 2 February 2022 were received as presented. It was noted that a high-ranking Russell group University has recently been appointed as the Research Hub and positive feedback regarding the robustness of the process has been received from the University. This collaboration reinforces GambleAware as a legitimate partner.
- **Research & Evaluation Committee (REC)** - the minutes of the REC meeting on 26 January 2022 were received as presented.
- **Resources Committee (RC)** - the Committee Chair provided a brief update on the RC meeting held on 3 March 2022, at which the current year's budget and next year's planning were discussed.

b. Risk management

The paper updating trustees around risk management was received as presented. It was noted that while risk is increasingly embedded in the organisation, there is still work to be done.

There was discussion about the key high-risk areas of not achieving planned expenditure and not receiving funding, and trustees were assured that the teams and resources are in place to manage both risks, with a monthly early-warning system in place to identify any expenditure issues. Trustees agreed that continued sight of the key high-risk areas was required.

c. Strategy programme report

Commissioning

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

Trustees asked for greater clarity and consistency in the use of descriptors for the new strategic development priorities and the processes and delivery of the same.

Action: AH to provide RP and then all trustees with a paper describing clearly how the 4 strategic development priorities relate to the commissioning objectives, and to offer assurance about the governance and reasoning underpinning the strategic development priorities. The paper should also describe how the new strategic development priorities will take account of and advance the ambition to tackle health inequalities."

Trustees approved the direction of travel set out through the Organisational Strategic Planning and Delivery Process and the development of the associated Advisory Panels, subject to the paper requested above from AH.

Campaigns

The Campaigns update presentation was received as presented and trustees welcomed the important coverage of the Women's Prevention Campaign.

The recently launched NGTS Campaign uses peer-reviewed data from GambleAware-funded research that has a much higher problem gambling prevalence than other data. There was discussion about how GambleAware could be getting more leverage out of the position of being the leading charity in this space, while being mindful to focus on impact and the difference that is made rather than focusing on promotion of the organisation.

SC left the meeting.

Actions:

- A summary paper to be prepared for trustees describing the robustness of the Campaign data.
- AC to share Campaign KPI frameworks with MHa.

d. Safeguarding matters

The update on safeguarding activity and issues was noted.

6. Board governance

The governance review update was received as presented and next steps and timeline were noted.

It was agreed that the Lived Experience Council will have a diversity of people with lived experience including affected others. Council members will be compensated for their time.

It was agreed that the Strategy Development Advisory panel will report straight into the Board of trustees.

It was noted that once the Terms of References have been agreed, which will include discussion by the Committees, trustees will have better visibility about how the new panels link into the Committees.

7. Finances

a. Fundraising

The update on fundraising activity and plans was noted.

The volatile industry environment and subsequent uncertainty around sustainable funding was discussed and trustees agreed that being so reliant on a small number of operators for the vast majority of income is problematic. It was noted that the fundraising strategy is dependent on the outcome of the White paper.

b. 2022/23 Budget

The 2022/23 Budget paper was received as presented and it was noted that the ARC Chair, PS, (not present at the meeting) is content with the paper, the approach and the numbers. The Chief Operations Officer and Head of Finance had previously met with PS where he had confirmed his approval of the budget. An updated increased exit forecast was provided.

It was noted that the team is reviewing every contract to confirm that contracts include a clause about discontinuation if GambleAware funding reduces, which will provide trustees with further assurance about risks associated with a significant reduction in funding.

Trustees requested greater clarity about the new programme spend on strategic delivery and development as this is an area not yet approved by trustees.

Action: AH to provide trustees with clear information on the strategic delivery and development expenditure in the budget and how it connects to the strategic objectives, and whether the expenditure is beyond what has previously been agreed in terms of strategic development.

Trustees noted the risks in relation to underspending of expenditure and underperformance in obtaining funds and assurance was provided by the team that a large amount of expenditure is already committed.

Trustees approved the 2022/23 budget, subject to the above action.

There was discussion about the intention to move to a clear prioritisation framework and to manage speculative bids through innovation funds.

Travel Policy

The allowance for remote workers to travel to London has been discussed at length by the Resources Committee and GambleAware have discussed the policy with the auditors. **Trustees approved the Travel Policy and requested it is kept under review.**

8. Stakeholder activity

No stakeholders were present at the meeting.

It was noted that a Gambling Commission observer is expected to be present at future meetings.

9. Any other business

There was no AOB.