

# GAMBLING COMMISSION

## **Corporate Plan October 2007 to March 2011**

**February 2008 version 1.1**

## 1 Introduction and background

- 1.1** This is the Gambling Commission's (the Commission) second corporate plan, covering the period 1 October 2007 to 31 March 2011. It sets out the Commission's planned activities for the period from 1 October 2007 to 31 March 2009 and, at a high level, the objectives for the following two years.
- 1.2** The Commission has developed new strategic objectives that reflect the shift from the set-up of the Commission under the Gambling Act 2005 (the Act) to its operational phase from 1 September 2007 when most of the Act came into force
- 1.3** On 1 September, the Commission became the regulator for the majority of commercial gambling in Great Britain. Casinos, bingo, lotteries, and machine suppliers were already regulated under previous legislation by the Commission's predecessor, the Gaming Board for Great Britain, and, since October 2005, by the Commission. From 1 September 2007, the Commission also took over from local magistrates as the regulator for adult gaming centres; licensed family entertainment centres; remote operators; and the betting industry. The Act makes clear that both the regulator and the industry (those sectors previously regulated by the Gaming Board and those that are new to the Commission) are subject to a new regulatory regime and must have regard to the statutory licensing objectives, which are set out below.

### **The Commission's licensing objectives and other functions**

#### **The licensing objectives**

- preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime,
- ensuring that gambling is conducted in a fair and open way, and
- protecting children and other vulnerable persons from being harmed or exploited by gambling.

#### **Other functions**

When exercising its functions the Commission shall aim to pursue the licensing objectives and permit gambling, in so far as the Commission thinks it reasonably consistent with pursuit of the licensing objectives.

The Commission is also required to give advice to Ministers on the incidence, effects and regulation of gambling as well as the manner in which gambling is carried on.

- 1.4** To be lawful, the provision of facilities for gambling (as defined in section 5 of the Act) must either be authorised by an operating licence or covered by a specific exception. Most businesses holding an operating licence, unless very small need to have personal licence holders who are authorised to perform specific functions. Where premises are used for gambling, the use of the premises must be authorised by an appropriate premises licence issued by the relevant local authority (see paragraph 1.6) or other permission obtained under the Act; or be covered by an exception provided in the Act.
- 1.5** The Commission is responsible for issuing, and ensuring compliance with, operating and personal licences. Licence conditions and codes of practice<sup>1</sup> have been developed by the Commission following extensive consultation with stakeholders. These, along with the conditions on the face of the Act and those set out in regulations laid by the Secretary of State, set out the requirements on licence holders.

<sup>1</sup> Licence Conditions and Codes of Practice (LCCP) June 2007

- 1.6** Licensing authorities (local councils in England and Wales and licensing boards in Scotland) will issue and ensure compliance with premises licences.
- 1.7** Once the Commission has issued operators with their licences, the Commission will take a constructive approach to operators' (and their managers') compliance with licence conditions and will seek to establish a relationship of mutual trust. However, the Commission is mindful that licensees are subject to commercial pressures and that compliance represents a cost. The Commission will therefore look for evidence and assurance from operators that sufficient priority is being given to ensuring compliance with licence conditions and securing the licensing objectives.
- 1.8** The Commission has been receiving applications for operating and personal licences since January 2007. It is estimated that there are 3,500 businesses that require an operating licence. (Some operators do not have to be re-licensed immediately, namely society lotteries and gaming machine suppliers.) Before applications opened, the Commission estimated that there would be approximately 2,900 applications to be dealt with during 2007 and of those, 2,400 would receive continuation rights if they applied before 27 April. By 27 April, the Commission had received 2,279 applications and by 30 September a further 468 applications for new operating licences had been received. The Commission started issuing licences in July 2007.
- 1.9** This plan follows a period of development of the new regulatory regime following the Act receiving royal assent on 7 April 2005 and the establishment of the Commission from 1 October 2005. During that development period the Commission consulted extensively<sup>2</sup> on how it would regulate the industry, including the Commission's:
- principles of operation, now published in its Statement of Principles (see table below);
  - approach to the assessment of applicants for operating and personal licences;
  - expectations of those who hold operating and personal licences;
  - arrangements for working with licensing authorities which administer premises licences;
  - approach to monitoring compliance with the regulatory regime;
  - approach to enforcement action against those who are not complying with the regime (both those who are licensed and those who are not).

#### **The Commission's Statement of Principles**

The Gambling Commission will:

- regulate gambling in the public interest and will do so vigorously;
- regulate in a transparent, accountable, proportionate, consistent and targeted manner;
- take a risk based approach to regulation;
- make assessments of risk that are led by the evidence, relevant information and best regulatory practice in the light of international experience;
- take a cautious approach where there is no evidence;
- consult with stakeholders
- use its resources effectively.

- 1.10** The Commission is committed to regulating in a manner that is consistent with the Hampton<sup>3</sup> principles and the Macrory<sup>4</sup> characteristics of better regulation. The Commission will therefore seek to work in a transparent, accountable, proportionate, consistent and targeted way. Its approach to regulation is risk-based, with a focus on required outcomes and avoidance of fine prescriptive detail.

<sup>2</sup> [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk) for details on the consultation process

<sup>3</sup> Implementing Hampton: from enforcement to compliance, BRE, updated November 2006

<sup>4</sup> Macrory Review of Regulatory Penalties, Better Regulation Executive, November 2006

- 1.11** The Commission has consulted with stakeholders on its planned approach to its responsibilities and has, where necessary, modified its proposals in the light of reasoned arguments, always by reference to the licensing objectives. The Commission is open to reasoned argument but not to lobbying. Now that the Act is fully in operation, the Commission will keep its approach under review and expects that operators and others will, from time to time, ask it to modify its approach to regulation. In particular, operators may seek to expand the scope of their permitted activities. In all such situations, the Commission's approach will be consistent with the licensing objectives.
- 1.12** In exercising its functions under the Act and pursuing the licensing objectives, the Commission will be guided by the Statement of Principles (see table). Its approach to regulation will be proportionate but as tough as necessary to secure the statutory licensing objectives under 1.3.
- 1.13** In 2006 the Commission moved from London to Birmingham and commenced the process of building on the workforce transferring in from the former Gaming Board and recruiting the additional people required to fulfil the Commission's new remit. The Commission is now well established in Birmingham and has a national workforce of 250. Employees have been recruited from a wide variety of backgrounds, including the gambling industry itself, other regulators and law enforcement agencies.
- 1.14** The quality of this workforce and the range of skills and knowledge they possess are essential to the success of the organisation. The Commission has established a set of values for its staff which support the strategic objectives and the statement of principles (see table).

**The Commission's values**

- **Fair** – we will be consistent, proportionate, evidence-based and free from bias, prejudice or discrimination in all that we do.
- **Accountable** – we will be open about the way in which we work and reach decisions in the public interest, whilst safeguarding the personal and confidential data that we hold.
- **Professional** – we will ensure that we have the right skills and knowledgebase and follow international best regulatory practice.
- **Constructive** – we will work positively and courteously with our internal and external stakeholders to ensure that their needs and views are taken fully into account in all we do.

- 1.15** This plan incorporates the outcomes of the many formal and informal consultations that the Commission has conducted in 2006 and 2007, including meetings and workshops with the industry and other stakeholders. Those consultations have been about the approach to regulation under the Act and are reflected in this plan. The Commission welcomes any comments on this plan and will be consulting formally in 2008 on proposals for the next update to its plan.

## 2 Strategic objectives

2.1 The Commission has updated its strategic objectives to reflect the full implementation of the Act from 1 September 2007 and these are set out below. They are supported by detailed business objectives relating to the delivery of the Commission's functions, which are set out in chapter 3.

### **The Commission's strategic objectives**

The Gambling Commission will deliver its responsibilities by:

- Regulating gambling in the public interest: delivering a proportionate regulatory regime which delivers best practice licensing and enforcement and ensures compliance by licensees.
- Providing authoritative advice on gambling and its regulation: building the Commission's knowledge base through knowledge management, intelligence and research.
- Engaging with stakeholders: ensuring that the Commission is accountable, properly balanced and informed in its work.
- Developing its employees and organisation: delivering professional, responsive, accountable and fair regulation.

### 3 Business objectives

3.1 Our key business objectives for the period October 2007 to March 2011 are set out below, under each strategic objective. Detailed activities for the next 18 months to March 2009 are set out in Chapter 4.

#### Strategic objective 1: Regulating gambling in the public interest

##### Delivering a proportionate regulatory regime which delivers best practice licensing and enforcement and ensures compliance by licensees

Key function	Our business objectives are to:
Licensing	<ul style="list-style-type: none"> <li>Set and maintain the standards required of operators and licensed individuals for entry into the gambling industry</li> <li>Have effective operation of licensing and re-licensing processes for gambling operators and licensed individuals</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>Develop a comprehensive compliance programme based on an intelligence led assessment of the risks posed by licensed operators and individuals to the regulatory framework</li> </ul>
Enforcement	<ul style="list-style-type: none"> <li>Establish effective joint working with local authorities and other regulatory/law enforcement agencies to facilitate enforcement activity</li> <li>Ensure that offences under the Act and regulatory breaches are investigated in accordance with the Commission's Enforcement Policy and that proportionate action is taken</li> </ul>
Policy	<ul style="list-style-type: none"> <li>Ensure the policy and regulatory framework is in place and reviewed and developed</li> </ul>
Legal Services	<ul style="list-style-type: none"> <li>Ensure that the Commission carries out its statutory functions effectively and acts in accordance with its legal powers and duties</li> </ul>
Information and Communications Technology	<ul style="list-style-type: none"> <li>Enable and support delivery of the Commission's work through eGovernment initiatives and targets and eAccessibility of its services</li> </ul>

Strategic objective 2: Providing authoritative advice on gambling and its regulation

**Building the Commission’s knowledge base through knowledge management, intelligence and research**

<b>Key function</b>	<b>Our Business objectives are to:</b>
<b>Licensing</b>	<ul style="list-style-type: none"><li>• Deliver an information service to and about the licensed industry</li></ul>
<b>Compliance</b>	<ul style="list-style-type: none"><li>• Advise and assist licensing authorities and the industry in adopting and developing compliance policies</li></ul>
<b>Intelligence</b>	<ul style="list-style-type: none"><li>• Manage the Commission’s knowledge and information; gathering, collating, analysing and disseminating information in support of all the Commission’s functions</li><li>• Provide an effective intelligence function</li></ul>
<b>Policy</b>	<ul style="list-style-type: none"><li>• Develop and maintain knowledge of the industry and international best practice, including social responsibility policies and practice and problem gambling</li><li>• Provide advice to Ministers and others on the incidence, effects and regulation of gambling, as well as the manner in which gambling is carried on</li></ul>
<b>Legal Services</b>	<ul style="list-style-type: none"><li>• Manage the provision of legal advice and guidance to support the Commission</li></ul>

## Strategic objective 3: Engaging with stakeholders

### Ensuring that the Commission is accountable, properly balanced and informed in its work

<b>Key function</b>	<b>Our business objectives are to:</b>
<b>Licensing</b>	<ul style="list-style-type: none"><li>• Review the impact of licensing on the industry, with special reference to small and medium sized operators</li></ul>
<b>Compliance</b>	<ul style="list-style-type: none"><li>• Develop a relationship management approach to compliance for large and medium sized gambling operators</li></ul>
<b>Intelligence</b>	<ul style="list-style-type: none"><li>• Establish effective relationships with licensing authorities, key law enforcement stakeholders and other regulatory bodies and assist those bodies to operate effectively with the industry</li><li>• Manage the Commission's compliance with the Freedom of Information Act 2000 and Data Protection Act 1998</li></ul>
<b>Policy</b>	<ul style="list-style-type: none"><li>• Maintain effective relationships with stakeholders, in particular, the sponsoring department, industry and trade associations, trades unions, community and faith groups, organisations promoting responsible gambling, those supporting gamblers with a problem and relevant public sector bodies</li></ul>
<b>Communications</b>	<ul style="list-style-type: none"><li>• Develop and implement an effective communications strategy for both external and internal stakeholders</li></ul>

Strategic objective 4: Developing its employees and organisation

**Delivering professional, responsive, accountable and fair regulation**

Key function	Our business objectives are to:
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Provide support for the Board to ensure effective leadership</li> <li>• Provide programme and quality assurance management</li> <li>• Ensure sustainable, effective environmental policies</li> <li>• Develop and deliver an effective business continuity plan</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>• Ensure the Commission’s organisational design remains fit for purpose and supports the Commission in achieving its objectives</li> <li>• Drive the development of an organisational culture that ensures that the principles of diversity and the Commission’s values are embedded</li> <li>• Develop effective HR activities that enable the Commission to maximise its performance</li> <li>• Develop and implement leadership and employee development strategies to ensure a skilled and professional workforce</li> <li>• Maintain and refine effective pay and reward mechanisms that are robust, fair and equitable for all employees</li> <li>• Provide sound professional support to the Commission and employees</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Deliver effective financial control systems, high quality management information and decision support services</li> <li>• Embed risk management processes within all aspects of Commission business</li> <li>• Maintain and refine an effort-based fee regime</li> <li>• Ensure cost effective, sustainable procurement policies</li> </ul>
<b>Information and Communications Technology</b>	<ul style="list-style-type: none"> <li>• Develop and deliver ICT strategies in accordance with the Commission's evolving requirements</li> <li>• Ensure provision of the Commission’s IT services</li> </ul>

## 4 Business activity plans

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Licensing</b>	Set and maintain the standards required of operators and licensed individuals for entry into the gambling industry	Use information from the application process, regulatory panel and the Gambling Appeals Tribunal (GAT) and monitor through: <ul style="list-style-type: none"> <li>i. monthly stock take on progress and standards: quality assurance review of standards</li> <li>ii. review impact of licensing arrangements on industry</li> <li>iii. internal audit of licensing process</li> </ul>	Monthly update to Board, weekly to Management Group continuous  Regulatory panel up and running effectively – August 2007 onwards  Quality assurance (QA) review of standards - December 2007  Review of Licensing process complete and changes implemented July 2008  Two audits - dates to be agreed in 2008 audit plan	Targets met and few queries from Board  Regulatory panel, working within targets including: <ul style="list-style-type: none"> <li>i. Notification to licensee 4 weeks before panel</li> <li>ii. Papers arriving 7 days before hearings</li> <li>iii. Quality of documentation and arrangements acceptable to Panel members</li> </ul> QA reduction in process errors to below 5%  Improvement in number of completed applications that require no further additional information and are filled in correctly  Audits outcomes addressed within a month of delivery of report

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Licensing	Have effective operation of licensing and re-licensing processes for gambling operators and licensed individuals	<p>Assess and determine applications and issue licences</p> <p>Additional work will be done to bed in processes and instil a continuous improvement culture</p>	<p>Complete re-licensing industry</p> <p>95% – November 2007</p> <p>100% - January 2008</p> <p>Licensing Continuous Improvement Team (CIT) created and meeting – monthly from November 2007</p>	<p>Re-licensing completed and targets met</p> <p>50% of CIT suggestions implemented</p>
	Deliver an information service to and about the licensed industry	<p>Develop registers and improved access to relevant data and information for internal and external stakeholders through:</p> <p>i. initiative to update employees on compliance issues as they emerge after 1 September</p> <p>ii. improved process internally to ensure speedy resolution of issues and complaints between licensing and compliance</p> <p>iii. development of proper coordination between licensing, intelligence and compliance</p> <p>iv. delivery of post room and scanning service</p>	<p>Initial set up for registers developed and implemented - September 2007</p> <p>Information via EDRM system accessible to staff – March 2008</p> <p>Detailed description of licensed industry available - January 2008</p> <p>Monthly briefing on compliance issues for licensing – September 2007</p> <p>Improved resolution of queries and complaints via tasking - April 2008</p>	<p>Licensees' registers running accurately no queries or errors identified</p> <p>Employees receive information on compliance issues monthly</p> <p>Number and nature of complaints. Able to achieve 100% of target times from 3 days for enquiries and 10 days for corporate complaints from December 2007</p> <p>Tasking in place September 2007 and effective according to December review</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Licensing			Commission wide arrangements in place for scanning - December 2007  Stock take – December 2007	Corporate scanning in place and effective according to review in March 2008
	Review the impact of the licensing process on the industry, with special reference to small and medium size operators	Simplify the business processes and forms and guidance through stakeholder survey followed by process review  Stakeholder survey with specific sub sample of small operators and review of records of licensing surgeries  Review other evidence from stakeholders and internal staff experience  Monitor changes in the industry  Review staffing needs in light of new IT and changes to fees and licensing process	Process review complete – March 2008  Improved procedures in place – July 2008  Check how licensed industry develops from regulatory returns and local authority information – January 2008  Fees scoping study - December 2008  Consultation - January to March 2008  Changes implemented – July 2008	Licensee survey 2008  Increase in fully complete licence applications at first attempt  Reduce planned target times from OLs 6 weeks PFLs 3 weeks and PMLs 4 weeks  December 2007 stakeholder survey as benchmark for quarterly reviews  Stakeholder survey baseline December 2007 actual improvement to December 2008  Staff changes implemented January 2009

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Licensing</b>		<p>Development of IT solutions to address evolving business needs and to be consistent with Better Regulation requirements</p> <p>i. draft, test and finalise new specification</p> <p>ii. train staff</p> <p>iii. import and quality assure existing data into new systems</p>	<p>Specifications for new Licensing IT – December 2007/March 2008</p> <p>Staff trained and new system implemented – December 2008</p> <p>Wider Gambling Commission access January 2009</p> <p>Compliance managers able to access new Licensing system directly – January 2009</p>	<p>Specification finished on time and fit for purpose March 2008</p> <p>System in place and 90% of requirements specification delivered December 2008</p> <p>Staff reductions end of December 2008</p> <p>Increase in % transaction e-enabled</p>
<b>Compliance</b>	<p>Develop a comprehensive compliance programme based on an intelligence led assessment of the risks posed by licensed operators and individuals to the regulatory framework</p>	<p>Develop a dynamic risk assessment framework for the gambling industry based on the assimilation of LCCP risks into five main categories of risk: organisational, the three licensing objectives and external risk</p> <p>Risk assessment of a stratified sample of operators in each industry sector, initially focussed on ensuring operators understand the regulatory framework</p>	<p>Establish initial risk assessment framework and stratified sample – 1 October 2007</p> <p>Undertake 30% of the planned initial risk assessment visits to operators – 31 December 2007</p>	<p>Risk assessments for operators</p> <p>Trends showing operators achieving lower risk ratings</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Compliance</b>		<p>Use the compliance risk model (including assessment of complaints) together with the strategic and tactical intelligence assessments to drive compliance visiting activities</p> <p>Establish database for regulatory returns and key trigger points to inform compliance risk</p> <p>Continuous contribution made to the intelligence-led business planning process</p>	<p>Reviews undertaken of the effectiveness of the risk model, business planning process and compliance visit programme – 31 March 2008 and 31 July 2008</p> <p>Review risk assessment data by 1 March 2008 in order to set new priorities for 2008/2009</p> <p>Regulatory returns IT database operational – January 2008</p>	<p>Compliance activity results and trends fed into the Commission's business planning processes including the strategic risk assessment</p> <p>Emerging risks identified to allow the re-prioritisation of compliance activity</p>
	Advise and assist licensing authorities and the industry in adopting and developing compliance policies	<p>Establish operational and intelligence meetings with licensing authorities and forge direct links at Compliance Manager level</p> <p>Utilise local authority return data to inform direction of overall compliance activity</p> <p>Monitor the effectiveness of local authority (section 25, Gambling Act 2005) guidance and use the results to inform policy development</p> <p>Implementation of liaison mechanisms with the industry trade associations</p>	<p>Issue joint statement on compliance approach – September 2008</p> <p>Operational and intelligence mechanisms to be established – 31 October 2007</p> <p>Establish database of local authority returns – January 2008</p> <p>Formation of liaison links with pertinent trade associations – October 2008</p>	<p>Outputs from joint operational and intelligence meetings used to inform compliance risk model and the Commission's strategic intelligence assessment</p> <p>Identification of emerging risks from local authority return information</p> <p>Information reports on the effectiveness of the Commission's issued local authority guidance</p> <p>Annual review undertaken of liaison with industry trade associations</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Compliance</b>	Develop a relationship management approach for large and medium sized gambling operators	<p>Deliver training programme on company governance to NCM/RCMs</p> <p>Development of systems to assist with managing the contact with large and medium sized gambling operators</p> <p>Implement a risk based programme of compliance visits to large and medium size operators</p>	<p>Training programme created and supplied – 30 November 2007</p> <p>Infrastructure for managing contact with large and medium size gambling operators in use – October 2008</p> <p>Design of risk based visit programme to large and medium size operators – 30 October 2007</p>	<p>Positive feedback received on company governance training course – November 2007</p> <p>Risk based compliance visit programme to large and medium size gambling operators being achieved – quarterly review</p>
<b>Enforcement</b>	Establish effective joint working practices with local authorities and other regulatory/law enforcement agencies to facilitate enforcement activity	Use operational and intelligence meetings with licensing authorities and other regulatory/law enforcement bodies to identify specific enforcement activity for referral to the tasking process	Establish standard operating procedures for joint working by June 2008	<p>Feedback from licensing authorities and other stakeholders</p> <p>Number of joint operations</p>
	Ensure that offences under the Act and regulatory breaches are investigated in accordance with the Commission's Enforcement Policy and that proportionate action is taken	Carry out selected investigations into illegal gambling; dealing with these cases by means of a range of responses including warning letters, formal cautions, disruption activity (including identifying assets suitable for confiscation) and where necessary criminal prosecution	Provisional enforcement priorities established – November 2007	Assessment of internal procedures and processes for prosecuting cases in the magistrates court – Spring 2008

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Enforcement</b>		<p>Carry out regulatory investigations in circumstances where acts of licensed persons pose significant risks to the licensing objectives, create actual or potential risks for consumers or challenge the integrity of regulatory system</p> <p>Establish legally robust internal regulatory and criminal procedures to be followed by all investigation staff</p> <p>Establish a properly equipped, professionally trained investigation team able to carry out criminal and regulatory investigations within the terms of the Commission's Enforcement Policy and in compliance with investigation law (PACE, RIPA etc) and best practice</p> <p>Test established procedures during initial casework period and amend procedures where necessary</p>	<p>Review caseload priorities on a regular basis in light of strategic and tactical priorities</p> <p>Review and articulate initial enforcement priorities for 2008/09 in line with Strategic Intelligence Assessment - March 2008</p> <p>Staff engaged on investigation work to have received formal investigation training and have been certified and have gained a certificate in advanced investigation (external training provider)</p> <p>Staff able to commence investigation activity by 1 September 2007</p>	<p>Half year assessment of impact, including any feedback from stakeholders</p> <p>Positive press coverage of enforcement cases</p> <p>Numbers of cases settled before ratification by the Regulatory Panel</p> <p>Number of cases where the findings of the Regulatory Panel are accepted by operators</p>



Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Intelligence		Develop and maintain the Commission's contacts database	<p>Develop management information and KPIs on use of EDRM - January 2008</p> <p>Staff survey on use and effectiveness of EDRM - December 2008</p> <p>Policy and process for scanning of non-licensing documents onto Meridio developed and agreed - December 2007</p> <p>New database available for use across the Commission - December 2007</p> <p>Quality assurance of the contacts data - January 2008</p> <p>Develop management information on the reliability and use of the database - December 2008</p>	Satisfactory QA report
	Provide an effective intelligence function	Use the National Intelligence Model	Strategic intelligence assessments in March and September to inform strategic tasking meetings in April and September	Quarterly stock-take of the intelligence function

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Intelligence		<p>Direct and authorise the use of lawful covert surveillance</p> <p>Direct and authorise lawful access to communications data</p>	<p>Tactical intelligence assessments produced to inform tasking meetings - monthly</p> <p>Problem and target profiles produced as directed by the Tactical Tasking and Coordination Group - monthly</p> <p>Two 'gatekeepers' trained to assess and deal with applications to support operational activity - November 2007</p> <p>All investigation managers trained in the use of directed surveillance - November 2007</p> <p>Twenty compliance managers trained - November 2007</p> <p>Review of further training needs - December 2007</p> <p>Two further 'Single Points of Contact' accredited - December 2007 and April 2008</p>	<p>Successful external peer review of use of the National Intelligence Model</p> <p>Internal review of compliance with the RIPA Codes of Practice</p> <p>Satisfactory inspection by the Office of Surveillance Commissioners</p> <p>90% of complete applications dealt with within one working day of receipt by the Authorising Officer</p> <p>Internal review of compliance with the Codes of Practice on Accessing Communications Data</p> <p>90% of completed applications dealt with within one working day of receipt by the 'Designated Person'</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Intelligence		<p>Provide intelligence and analytical support to the Commission</p> <p>Plan and deliver with the Enforcement team ongoing mystery shopping exercises to test age verification processes at remote and non-remote operators</p>	<p>Develop management information on the intelligence function, by December 2007</p> <p>Develop and agree a policy on mystery shopping with Enforcement - December 2007</p> <p>Develop a pool of volunteers for remote and non-remote mystery shopping exercises - February 2008</p>	<p>Satisfactory inspection by the Interception Commissioners</p> <p>90% of incoming intelligence assessed and entered onto Memex within one working day</p> <p>90% of requests for intelligence checks dealt with within one working day</p> <p>Quarterly stock take of rolling mystery shopping exercises</p>
	<p>Establish effective relationships with licensing authorities, key law enforcement stakeholders and other regulatory bodies and assist those bodies to operate effectively with the industry</p>	<p>Agreements in place with:</p> <ul style="list-style-type: none"> <li>i. law enforcement stakeholders</li> <li>ii. regulators</li> <li>iii. sports governing bodies</li> <li>iv. Manage relationships and information sharing under agreements with other bodies</li> </ul>	<p>Agreements in place by February 2008</p>	<p>Quarterly reviews of each agreement</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Intelligence</b>	Manage the Commission's compliance with the Freedom of Information Act 2000 and Data Protection Act 1998	<p>Receive all requests for information and personal data access</p> <p>Manage requests in accordance with the statutory time limits</p> <p>Maintain a record of all requests and responses</p> <p>Manage the Commission's data protection registration</p>	Agree policy and process for publishing FOI requests on the Commission's web site - December 2007	Quarterly stock-take of FOI and DPA requests
<b>Policy</b>	Ensure the policy and regulatory framework is in place and reviewed and developed	<p>Development of regime using feedback from compliance and stakeholders, keep impact of LCCP by sector and by topic under review to ensure that the regulatory mechanisms in place are suitable</p> <p>i. Monitoring effectiveness of LCCP</p> <p>Publish Policy Statement and Responses document on Integrity in Sports Betting</p>	<p>Commence review of LCCP - December 2007</p> <p>Reissue LCCP - September 2008</p> <p>LCCP in force - January 2009</p> <p>November 2007</p>	<p>Feedback from stakeholders and informed commentators</p> <p>Extent of changes to LCCP</p> <p>Evidence of improved social responsibility in industry</p> <p>Evidence of improved effectiveness of remote age verification by summer 2008</p> <p>Feedback from stakeholders and informed commentators</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Policy</b>		<p>Issue bingo and casino technical and testing requirements</p> <p>Agree any new casino games following decision on trial</p> <p>Develop standards for B3A (lottery style) gaming machines</p> <p>Develop remote gambling policies</p> <p>Review remote gambling and software, and gaming machine technical standards</p> <p>Contribute to development of international standards</p> <p>Complete review of Guidance to Licensing Authorities</p>	<p>Part 2, February 2008</p> <p>Review July 2009</p> <p>June 2008</p> <p>Consult October 2007</p> <p>Finalise April 2008</p> <p>Monitor provisionally approved test houses and move to final approval - March 2008</p> <p>Publish updated key equipment guidance - January 2008</p> <p>Initial review published December 2008</p> <p>Consultation 2009 if required</p> <p>Paper for Gaming Regulation European Forum (GREF) conference – June 2008</p> <p>April 2009</p>	<p>Evidence of (improved) information sharing on integrity in sports betting</p> <p>Feedback from stakeholders and informed commentators</p> <p>Feedback from stakeholders and informed commentators</p> <p>Feedback from stakeholders and informed commentators</p> <p>Provisionally approved test houses achieve full approval</p> <p>Feedback from stakeholders and informed commentators</p> <p>Feedback from stakeholders and informed commentators</p> <p>Feedback from stakeholders and informed commentators</p>



Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<p><b>Policy</b></p>	<p>Develop and maintain knowledge of the industry and international best practice, including social responsibility and problem gambling</p>	<p>Liaison with compliance and intelligence on policy and implementation issues</p> <p>Liaison with Government departments, agencies, other regulators and overseas regulators to ensure we are aware of developments that affect LCCP</p> <p>Prepare material to support compliance managers</p> <p>Prepare plan for refresher LCCP training for GC compliance managers and other staff</p> <p>Relationship developed with new licensing officers in Scotland</p> <p>Workshop for Scottish licensing officers</p> <p>Undertake high quality research and data collection to support evidence based policy making and revisions to LCCP</p> <p>i. Research plans in place</p>	<p>Quarterly meetings with compliance to review effectiveness of LCCP</p> <p>Quarterly liaison with key stakeholders</p> <p>March 2008</p> <p>March 2008</p> <p>Establish contact - December 2007</p> <p>January 2008</p> <p>April 2008</p>	<p>Internal and external stakeholder feedback</p> <p>Feedback from stakeholders and informed commentators</p> <p>Feedback from compliance managers</p> <p>Feedback from compliance managers and other staff</p> <p>Feedback from stakeholders</p> <p>Feedback from stakeholders and informed commentators</p> <p>Peer reviewed reports</p> <p>Reports accepted as credible by stakeholders and informed commentators</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Policy		ii. Reports received  iii. Monitor developments in public awareness campaign and report to Commission Board  iv. Quarterly reports on trends  GC research priorities reflected in joint research strategy, following review of education, research and treatment	June 2008  June 2008  Starting March 2008  September 2008	Feedback for stakeholders and informed commentators
	Provide advice to Ministers and others on the incidence, effects and regulation of gambling as well as the manner in which gambling is carried on	Prevalence survey  i. Secondary analysis plan  ii. Reports  iii. Arrangements in place to commission next prevalence survey  iv. Out to tender  Carry out a review of the effectiveness of arrangements and level of financial support for research, education and treatment	November 2007  March 2008  February 2008  May 2008	Peer reviewed report  Reports accepted as credible assessment of prevalence of gambling participation and problem gambling  Feedback for stakeholders and informed commentators  Review assessed as adequate basis for decision making

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Policy		i. Agree terms of reference and approach ii. Consult industry on issues iii. Consult industry on options iv. Report Agree process and our technical advice role, in the next round of whitelisting applications, with DCMS Provide DCMS with briefings, input to answering parliamentary questions and assisting with replies to letters from MPs	December 2007 December 2007 April 2008 October 2008 December 2007 Review quarterly at DCMS stakeholder meetings	Feedback from stakeholders and informed commentators Streamlined process for 'White Listing' DCMS feedback
	Maintain effective relationships with stakeholders, in particular, the sponsoring department, industry and trade associations, trade unions, community and faith groups, organisations promoting responsible gambling, those supporting gamblers with a problem and relevant public sector bodies	Maintain close working relationship with local authority representative bodies (LACORS, COSLA, IOL Maintenance of external and internal relationships including:	Regular liaison with key stakeholders	Licensing officers engaged and undertaking education programme Internal and external stakeholder feedback Resolve emerging licensing authority guidance issues Publication of advice notes to industry as necessary

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Policy</b>		i. Active role in GREF and the International Association of Gambling Regulators (IAGR)  ii. Attendance at conferences  iii. Regular meetings with key stakeholders  iv. Review meetings with stakeholders on LCCP  Review of how we maintain relationships with key stakeholders	GREF meeting – June 2008  IAGR meeting - November 2007        Review - August 2008	Resolve emerging LCCP issues     Improved relationship management that meets the needs   Feedback for stakeholders and informed commentators
<b>Communications</b>	Develop and implement an effective communications strategy for activities both internal and external stakeholders	Review relationships with key national media  Review relationships with trade media  Recruit external PR and public affairs consultancy support  Build public affairs programme for 2008  Review public affairs programme  Review communications advice to the Commission	February 2008  March 2008  December 2007  January 2008  April 2008  June 2008	Balanced regular media coverage        Clear understanding of the Commission's role and activity within government

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Communications</b>		<p>Develop process for regular communication to the industry on developments</p> <p>Clearly annotated industry communications</p> <p>Review internal communications strategy in the light of the staff survey in October 2007</p> <p>Review effectiveness of revised internal communications strategy</p> <p>Regular liaison with departments to ensure Communications involved in good time to support in production of all key documents</p>	<p>November 2007</p> <p>January 2008</p> <p>January 2008</p> <p>June 2008</p> <p>Ongoing</p>	<p>Stakeholder survey results</p> <p>Employee survey results</p> <p>Internal feedback through cascade briefings</p> <p>Documents published on schedule</p>
<b>Legal Services</b>	Ensure that the Commission carries out its statutory functions effectively and acts in accordance with its legal powers and duties	<p>Provide legal advice to the Board of Commissioners, the management group and other employees</p> <p>Contribute to the review of corporate governance and the scheme of delegations</p>	<p>Legal advice provided in accordance with agreed timescales</p> <p>Report on corporate governance arrangements - November 2007</p>	<p>Feedback from Commissioners and the Management Group</p> <p>Report available</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<p><b>Legal Services</b></p>		<p>Advise on Freedom of Information and Data Protection matters and contribute to a review of information management across the Commission</p> <p>Support the Commission's enforcement function by providing advice and reviewing recommendations to commence prosecutions and liaising with the Procurator Fiscal regarding prosecutions in Scotland</p> <p>Provide legal advice, either directly or through the Commission's external legal panel, to the Regulatory Panel</p> <p>Review advice in the light of any decisions of the Gambling Appeals Tribunal or courts</p> <p>Coordinate the handling of appeals to the Gambling Appeals Tribunal</p> <p>Manage any civil litigation claims involving the Commission</p> <p>Review the outcome of any cases</p>	<p>Revised FOI and DPA guidance will be in place - January 2008</p> <p>Quarterly review of effectiveness</p> <p>Quarterly review of effectiveness</p> <p>Half yearly review of effectiveness</p> <p>Half yearly review of effectiveness</p>	<p>Guidance available</p> <p>Feedback from Management Group</p> <p>All appeals dealt with in accordance with the rules and timescales and the outcome in line with expected results</p> <p>All litigation dealt with in accordance with the relevant rules and timescales and outcome in line with expected results</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Legal Services</b>	Manage the provision of legal advice and guidance to support the Commission	<p>Appoint a panel of external legal advisers and monitor the performance of those advisers</p> <p>Manage the legal budget to ensure resources are allocated effectively</p> <p>Manage the legal knowledge management strategy to ensure that the Commission has access to suitable legal resources</p>	<p>Tender process will be completed and panel appointed - December 2007</p> <p>Spending on legal costs will be in line with the budget</p> <p>The strategy for sharing legal advice and legal opinions across the Commission in place - April 2008</p>	<p>Panel of legal advisers will be in place</p> <p>Spend does not exceed budget</p> <p>Strategy in place and disseminated</p>
<b>Corporate Services</b>	Provide support for the Board in order to ensure effective leadership	<p>Maintain high level professional support to the Board</p> <p>Develop/improve secretarial and governance support</p>	<p>Support Board and Committee meetings – monthly and quarterly</p> <p>Review support and Governance arrangements - October 2008</p>	<p>Board satisfaction review, Summer 2008</p> <p>Board satisfaction review, Winter 2008</p>
	Provide programme and quality assurance management	<p>Establish programme management and quality function</p> <p>Agree programme management and quality policy and work programme</p> <p>Provide programme management support to MG to ensure effective delivery of the corporate plan</p>	<p>Staff in place - December 2007</p> <p>Programme in place - January 2008</p> <p>Planning reports – Monthly</p> <p>Corporate plan review - Autumn 2008</p>	<p>Audit review</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Corporate Services</b>	Ensure sustainable effective environmental policies	Provide quality management support to MG to raise standards  Develop and deliver a Commission wide environmental policy  Energy efficiency audit conducted and action plan agreed  Review supplier contracts to ensure compliance	Management reports - Quarterly  Policy developed - December 2007  Policy implementation - from January 2008  Policy review – September 2008  January 2008  Progress Review - September 2008  Half yearly review	75% of recommendations accepted  Environmental audit Autumn 2008
	Develop and deliver an effective business continuity plan	Business continuity plan in place and tested	Plan in place - December 2007  Tested half yearly	Results of internal testing  Audit review
<b>Human Resources</b>	Ensure the Commission's organisational design remains fit for purpose and supports the Commission in achieving its objectives	Continuous review of our workforce requirements to ensure that they are fit for purpose  Build in the implications of any efficiency to be gained from improvements or streamlining the licence process	Completion of initial recruitment programme – October 2007  Reduction in workforce to take account of shift to steady state – April 2008	Feedback from management group and employees  Changes in employee complement

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Human Resources</b>		<p>Continuous development and review of the people strategy</p> <p>Specific organisational development projects tailored to need</p>	<p>Review of our senior capacity and ongoing need – February 2008</p>	<p>Improving HR metrics</p> <p>Achievement of Investors in People Award (IIP)</p>
	<p>Drive the development of an organisational culture that ensures that the principles of diversity and the Commission's values are embedded</p>	<p>Develop and implement a range of initiatives intended to enhance the diversity profile of the organisation and raise and embed awareness</p> <p>Develop and implement a range of initiatives to increase awareness of our organisational values</p> <p>Strive to ensure that the Commission creates and delivers a positive organisational culture, with positive employee morale and engagement</p> <p>Plan and deliver an annual employee conference and survey</p>	<p>Publication of Single Equality Scheme – April 2008</p> <p>Implementation of diversity awareness programme – April 2008</p> <p>Employee Survey – September 2007</p> <p>Employee Conference – December 2007 and December 2008</p>	<p>Improving HR metrics</p> <p>Diversity monitoring indicates improvements in our profile</p> <p>Feedback from management group and employees</p> <p>Achievement of IIP Award</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Human Resources			Action plan from Employee Conference and survey published – February 2008	
	Develop effective HR activities that enable the Commission to maximise its performance	<p>Review and revise existing policy framework</p> <p>Develop new policies as appropriate</p> <p>Implement framework to ensure a healthy workplace and effective management of absence</p> <p>Ensure our performance management policy is implemented effectively and</p>	<p>All policies reviewed and standardised – December 2008. Occupational health provision – August 2008</p> <p>Employee Assistance Programme – August 2008</p>	<p>Improving HR metrics</p> <p>Feedback from management group</p> <p>Reduction in sickness absence</p> <p>Reduction in overall turnover</p> <p>PM &amp; PDP Monitoring</p> <p>Achievement of IIP Award</p>
	Develop and implement leadership and employee development strategies to ensure a skilled and professional workforce	<p>Continue to plan and deliver development programmes to ensure our leaders and employees reach their full potential</p> <p>Achieve Investors In People (IIP) award</p> <p>Implement appropriate professional skills and development training</p>	<p>Achievement of IIP - April 2008</p> <p>All employees have clear objectives and PDPs in place</p>	<p>Achievement of IIP Award</p> <p>PDP Monitoring</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Human Resources		<p>Seek opportunities to second staff to develop their skills and knowledge and to assist with developing stakeholder relationships</p> <p>Ensure all employees have a PDP in place, and that our training is matched to those PDPs</p> <p>Ensure all our development programmes are aimed at delivering the organisational values and competencies</p>	<p>Leadership development framework – October 2008</p> <p>Training and development portfolio developed – January 2008</p>	<p>Training spend</p> <p>Improving HR metrics</p>
	Maintain and refine effective pay and reward mechanisms that are robust, fair and equitable for all employees	<p>Implement annual pay award process</p> <p>Continue to develop a range of employee benefits</p> <p>Develop and implement Recognition Policy</p> <p>Undertake Equal Pay Audit to ensure our mechanisms are robust and free from bias</p> <p>Ensure we have in place accurate role profiles for all posts</p> <p>Review pay mechanisms</p>	<p>Implementation of 1 November award</p> <p>Implement pay award - November 2007 and November 2008</p> <p>Implement Equal Pay Audit – December 2008</p> <p>Recognition Policy approved and implemented – November 2007</p>	<p>Pay related grievance data does not increase</p> <p>Outcomes of Audit demonstrate improvement</p> <p>Achievement of IIP Award</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Human Resources</b>	Provide sound professional support to the Commission and employees	<p>Proactively seek out ways of delivering organisational improvement through people</p> <p>Continue to develop ways of engaging employees across the organisation in the development of initiatives and ways of working that affect them</p> <p>Ensure the Commission complies with employment legislation and best practice</p> <p>Respond to queries effectively as and when they arise from both employees and the organisation</p> <p>Ensure the Commission provides a positive physical working environment</p>	<p>Employee Survey implemented – February 2008</p> <p>Plan and deliver the Employee Conference – December 2007</p> <p>Roll out of U Access – October 2007</p> <p>Review effectiveness – half yearly</p>	<p>Feedback from management group and employees</p> <p>Employee survey and conference feedback and evaluation</p> <p>Level of disciplinaries/ grievances does not increase</p> <p>Achievement of IIP Award</p>
<b>Finance</b>	Deliver effective financial control systems, high quality management information and decision support services	<p>Implement outstanding agreed audit recommendations</p> <p>Implement Great Plains (with improved capabilities) with no adverse impact to the finance support to the business</p>	<p>March 2008</p> <p>March 2009</p>	<p>Agreed as cleared by auditors</p> <p>User satisfaction review Autumn 2008</p> <p>Audit review</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>Finance</b>		<p>Produce annual accounts</p> <p>Review accounting policies and develop an implementation plan towards compliance with IFRS</p> <p>Implement robust financial budgeting, planning and forecasting process</p> <p>Implement Treasury Management policy to improve returns on working capital</p>	<p>Draft produced - May 2008</p> <p>Accounts and report signed – July 2008</p> <p>April 2008</p> <p>Performance management reports produced - Monthly</p> <p>Revised forecasts agreed - November 2007 and February 2008</p> <p>2008/09 budget agreed by Commission - April 2008</p> <p>Revised 2008/09 quarterly forecasts agreed - August 2008, November 2008 and January 2009</p> <p>June 2007</p>	<p>Clear audit opinion</p> <p>Accounts laid before parliament</p> <p>Audit review and clear audit opinion</p> <p>Commission operates within agreed budget constraints in 2007/08 and 2008/09</p> <p>Commission agrees 2008/09 budget</p> <p>Audit reviews</p> <p>Returns from treasury activities match or exceed budget targets</p> <p>Half yearly Audit Committee review</p>
	Embed risk management process within all aspects of Commission business	Review and enhance risk management policies and procedures	Review November 2007	Revised documentation and process approved by Audit Committee

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
Finance		Develop routine reporting and management of risk towards best practice	Reporting regular risk assessment and integrated in decision making - Monthly	Audit review  Clear statement on internal control
	Maintain and refine an effort based fee regime	Fees model and calculator developed and updated  Timetable for fees review agreed with DCMS  Joint consultation paper on fees review agreed with DCMS and issued  Effective consultation with stakeholders  New fee regime in operation	Model updated November 2007  October 2007  Issued - January 2008  Consultation period - January – March 2008  1 August 2008	Quality reviews passed  User satisfaction survey  Board and DCMS satisfied with proposals  Stakeholders satisfied with consultation
	Ensure cost effective, sustainable procurement processes	Major procurement areas identified and programme of reviews to identify areas for potential savings  Procurement policies and procedures embedded with staff and managers	Programme agreed - February 2008  Review programme - half yearly  November 2007	Savings identified match or achieve budget  Satisfactory audit review

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
<b>ICT</b>	Enable and support delivery of the Commission's work through eGovernment initiatives, targets and eAccessibility of public services	<p>Produce integrated online data plan</p> <p>Ensure e-access and initiatives are an integral part of all new ICT applications</p> <p>Review delivery approaches to externally facing information services and associated infrastructure</p>	<p>Route-plan in place - December 2007</p> <p>Implementation phases largely completed - September 2008</p>	Externally facing systems are accessible where appropriate to the community outside of the Commission
	Develop and deliver short, medium and long-term ICT strategies in accordance with the Commission's evolving IT requirements	<p>ICT strategy Route Plan design and development programme instigated</p> <p>Small Scale or Tactical (SST) project programme integrated and complimentary with strategic programme</p> <p>Appropriately and cost effectively develop an ICT resourcing model that meets the Commission's evolving objectives and requirements</p> <p>Maintain a committed, appropriately skilled and sized internal IT Team</p>	<p>Strategic Route- Plan developed and endorsed by the Commissions board – March 2008</p> <p>First phase to be fully staffed - February 2008</p>	<p>Interim 'throw-away' systems activities to be less than 10% of strategic Route-Plan solutions</p> <p>Agreeing staff development needs, agreeing individual staff responsibilities and maintaining a skilled and competent team</p> <p>Vendor performance management process SLA's met by all parties</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
ICT		<p>Maintain an evolving vendor portfolio consistent with the tactical and strategic delivery requirements of the Commission</p> <p>Review and sustain ICT service delivery levels to a level consistent with the operational requirements of the Commission</p> <p>Deliver operational objectives with regard to systems availability and timeliness of resolution</p> <p>Maintain information security to a level consistent with government information standards across the Commission</p> <p>Formal ISO accreditation and compliance programme instigated</p> <p>External risk assessment exercise instigated</p> <p>Implementation of ICT applications that add value in the delivery of the three objectives of the Commission</p> <p>Operational systems</p>	<p>ICT Vendor management process fully implemented - April 2008</p> <p>Formalised and reporting of operational SLA and KPI's in place February 2008</p> <p>HMG compliance standards met July 2008</p> <p>ISO accreditation - July 2008</p> <p>Risk assessment completed - June 2008</p> <p>Design phases completed - March 2008</p> <p>First phase implementations underway - March 2009</p>	<p>99.5% system uptime, 75% helpdesk calls resolved within 1 hour, 85% helpdesk calls resolved within 5 hours</p> <p>HMG Info Sec standard 1</p> <p>ISO27001</p> <p>No significant risks outstanding</p>

Area	Our business objective is to:	Our activity to support this:	Our milestones	Our measures
ICT		<p>Licensed industry facing systems</p> <p>Informational and data intelligence systems</p>		
	Ensure provision of the Commission's IT services	Instigate programme to address Level 1, 2 and 3 recovery	<p>Level 1 – February 2008</p> <p>Level 2 – October 2008</p> <p>Level 3 – October 2009</p>	<p>Level 1 – no single point of failure and onsite recovery of mission critical systems within 72hrs</p> <p>Level 2 – no single point of failure and offsite recovery of mission critical systems within 72hrs</p> <p>Level 3 – business continuity and offsite recovery of all ICT and associated facilities within 72hrs</p>

## Cashflow Forecast

	Actual 2006/07 £	Forecast 2007/08 £	Plan 2008/09 £	Plan 2009/10 £	Plan 2009/11 £
<b>Operating Surplus/(Deficit)</b>	<b>(14,151)</b>	<b>(1,664)</b>	<b>(1,801)</b>	<b>(757)</b>	<b>548</b>
Depreciation	346	721	775	800	825
Loss on Disposal of fixed assets	9	0	0	0	0
(increase)/decrease in Debtors and Prepayments	(138)	(32)	(15)	(16)	(17)
increase/(decrease) in Creditors and Accruals	2,136	(255)	572	1,966	(423)
increase/(decrease) in Operating Provisions	12	0	0	0	0
<b>Net Cash Outflow from Operating Activities</b>	<b>(11,786)</b>	<b>(1,230)</b>	<b>(469)</b>	<b>1,993</b>	<b>934</b>
Capital Grant (non cash item offsetting non cash item in creditors)	3,733	1,528	0	0	0
<b>Returns on investment and servicing of finance</b>					
Interest Received	24	277	250	250	250
Interest Charged	(13)	0	0	0	0
<b>Investing Activities</b>					
Payments to acquire fixed assets	(3,733)	(1,828)	(300)	(300)	(300)
Proceeds from disposal of fixed assets	3	0	0	0	0
<b>Net cash inflow before financing</b>	<b>(11,772)</b>	<b>(1,253)</b>	<b>(519)</b>	<b>1,943</b>	<b>884</b>
Grant in Aid	13,766	3,039	500	500	500
Other	17	0	0	0	0
<b>Increase/Decrease in Cash</b>	<b>2,011</b>	<b>1,786</b>	<b>(19)</b>	<b>2,443</b>	<b>1,384</b>

## Gambling Commission February 2008

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The Gambling Commission regulates gambling in the public interest. It does so by keeping crime out of gambling, by ensuring that gambling is conducted fairly and openly, and by protecting children and vulnerable people from being harmed or exploited by gambling. The Commission also provides independent advice to government on gambling in Britain.

For further information or to register your interest in the Commission please visit our website at:  
**[www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk)**

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