

GAMBLING COMMISSION

GCM(16)10

Minutes of the meeting of the Board of Commissioners

Victoria Square House, Birmingham (Boardroom)

8 December 2016

Attendees: John Baillie
Stephen Cohen
Robin Dahlberg
Sarah Harrison
Alison Hastings
Walter Merricks
Bill Moyes (Chair)
Sarika Patel
Trevor Pearce
Simone Pennie
Jonathan Scott
Catharine Seddon

In attendance: Sarah Gardner
Sue Harley
Paul Hope (for item 4)
Simon Knee (for item 3)
Neil McArthur
Stuart McPhee (for item 4)
Nick Moore (for items 3 and 6)
Tim Miller
Mark Wagstaff
Michelle Wenham (observer)
Nick Tofiluk

[staff names of those other than the leadership team have been redacted]

Apologies: None

Item 1: Welcome, apologies and declarations of interest

1. The Chair welcomed Michelle Wenham, Head of Human Resources, to the Board meeting.
2. No new interests were declared that were not already recorded in the register of interests.

Item 2: Minutes and actions

3. The minutes of the meeting held on 27 October 2016 were approved subject to minor drafting changes.
4. The rolling actions were reviewed and updated.

Item 3: Report from the Chief Executive - Board Performance Pack: GCP(16)71 & 72

5. The Chief Executive presented the Board performance pack, which included:
 - the latest iteration of the balanced scorecard
 - planned events
 - casework update
 - communications report
 - financial report.
6. The Chief Executive provided updates on:
 - people and performance
 - external updates
 - plans for early 2017.
7. The Board noted the planned changes to licensing and the contact centre and the reasons for them. They also noted that the outcomes for recent audits of Reactive Compliance, High Impact Operators Corporate Evaluation and Freedom of Information and transparency, had been encouraging. The Board discussed the feedback from the Raising Standards conference held on 8 November, which had been positive.
8. **[Exempt information under sections 22 and 43 of the Freedom of Information Act 2000]**
9. The Board noted the Performance Pack and CEO Highlight Report.

Item 4: Gambling Review update:

Gambling Review overview: GCP(16)73

10. **[Exempt information under section 36 of the Freedom of Information Act 2000]**

B2 stakes limits and account based play: GCP(16)74

11. **[Exempt information under section 36 of the Freedom of Information Act 2000]**

Research, Education and Treatment (RET): GCP(16)75

12. The Manager RGSB/Research provided the Board with an overview of the current arrangements for the funding of RET. He outlined the broad objectives that the Commission would like to see fulfilled in any system of funding RET and explained how the current voluntary system might be improved to meet these objectives.

13. **[Exempt information under section 36 of the Freedom of Information Act 2000]**

14. The Board requested that Officials consider further how the existing arrangements could be amended and bring suggestions back to the Board to consider.

Advertising: GCP(16)76

15. The Senior Manager – Projects provided the Board with:

- an overview of the regulatory framework governing gambling, marketing and advertising
- a summary of the outcome of the 2014 review of gambling advertising and the subsequent ‘Gambling Risk Factors Exercise’ undertaken by the Committee of Advertising Practice in 2015
- an update on the advertising element of the gambling review call for evidence.

16. The Board noted that there are gaps in evidence relating to knowledge and understanding of the impacts of gambling advertising. Recent research indicated no strong correlation between advertising and underage gambling, however the Board felt there was a wider issue about the shift from traditional advertising to online which should be explored.

17. The Board asked about the relationship between the Commission and the ASA and ICO. Officials confirmed that they have regular contact with both and attend a quarterly forum.

18. The Board noted the report.

Item 5 National Lottery update

19. **[Exempt information under section 31 of the Freedom of Information Act 2000]**

20. **[Exempt information under section 43 of the Freedom of Information Act 2000]**

21. **[Exempt information under section 31 of the Freedom of Information Act 2000]**

22. The Board noted the update.

Item 6 Change Programme Quarterly Update: GCP(16)77

23. The Head of PMO updated the Board on the progress of the change programme in the last quarter.

24. The Board noted that the learning and development week, including the Networking Day, in November had been a success and initial feedback from colleagues had been good. The Board discussed what checking mechanisms were in place to make sure that organisational learning is successfully captured. The Board noted that change agents across the Commission were communicating with colleagues and that impact assessments would be used to determine how learning has fed back into the organisation. The Board also noted that Mazars were to undertake an internal audit on the programme this week and they would be looking at the quantifiable benefits. Board queried the scope of the change programme, in relation to the inclusion of business re-engineering projects such as Licensing Futures. The Head of PMO clarified that the change programme is about ensuring delivery of the necessary skills and ways of working for new processes.

25. The Board discussed the staff survey results and noted the response rate was up from last year at 95%. The Board noted that the highest positive was with leadership and managing change which had increased by 12%.
26. The Board noted the update.

Item 7 Raising Our Ambitions – Communications over the next six months: GCP(16)78

27. The Executive Director provided an update on the direction of travel for communications over the next six months and the highlights from the stakeholder perception research.
28. The Board noted the priorities for communications for the next six months.
29. The Board discussed the feedback from stakeholders and noted that 68% of stakeholders rated the Commission's communications as good or excellent. The day to day informal communications with individuals was seen to be very good. Formal written communication was considered to have a highly authoritarian tone and this would be reviewed. The website was the least regarded form of communication with stakeholders. Work has already commenced to modernise the website with the soft launch this month and go live in January.
30. The Board also noted that improvements could be made to Media communications. Last week's coverage of the Young Persons Gambling Report had been a good start. A stakeholder mapping exercise would take place alongside the development of the Corporate Strategy.
31. The Board also noted the proposed changes to the Corporate Affairs function to focus on external and internal communication as well as public affairs.
32. The Board noted the report.

Item 8 Audit Committee update

33. The Chair of the Audit Committee provided an update from today's meeting. In particular, that the Committee had reviewed three internal audit reports:
 - Reactive compliance (casework)
 - High Impact Operators Corporate evaluation
 - Freedom of Information and transparency

The feedback from all had been good.

34. The Committee had also discussed the forward plan for next year's meeting.
35. The Board noted that the Audit Committee meetings will take place three weeks before Board meetings next year. The June meeting will be the exception and will be on the Board day in order for the Committee to be able to make recommendations to the Board on the accounts.
36. The Board noted the report.

Item 9: AOB

37. This was Robin Dahlberg's final Board meeting as he was stepping down from the Commission at the end of December. The Chair thanked Robin for his valuable contribution. In particular, Robin had provided significant input with the challenges arising

from reform of remote gambling regulation and bringing National Lottery regulation into the Commission. The Board wished Robin well for the future.