

GAMBLING COMMISSION

GCM(16)06

Minutes of the meeting of the Board of Commissioners

Victoria Square House, Birmingham (Boardroom)

21 July 2016

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

In attendance: Anthony Lilley (Board adviser)
Graham Sharp (Board Adviser)
Sarah Gardner
James Green (for item 11)
Ben Haden
Sue Harley
Paul Hope (for items 5 and 6)
Simon Knee (for item 10)
Neil McArthur
Tim Miller (observing)
Helen Rhodes (for item 5)
Nick Tofiluk

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

Item 1: Welcome, apologies and declarations of interest

1. The Chair welcomed Tim Miller, Executive Director, to the Board, who attended as an observer.
2. The Chair thanked Anthony Lilley and Graham Sharp for their contributions as advisers to the Board and the National Lottery Committee.
3. No new interests were declared that were not already recorded in the register of interests.

Item 2: Minutes and actions

4. The minutes of the meeting held on 23 June were approved.
5. The Chief Executive apologised that item 26(16)BA, as listed in the rolling actions, was not included in the Board papers, however copies were handed out prior to the Board meeting.
6. The rolling actions were reviewed and updated.

Item 3: Report from the Chief Executive - Board Performance Pack: GCP(16)(47)

7. The Chief Executive presented the Board performance pack, which included:
 - the latest iteration of the balanced scorecard
 - planned events
 - casework update
8. The Chief Executive also presented the CEO highlight report which provided updates on:
 - people and performance
 - external updates
 - compliance
 - communications
9. The Board discussed and noted the Performance Pack and the CEO highlight report.

Horseshoe Betting Levy Board reform: Item GCP (16)(55)

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

Item 4: National Lottery Committee membership and terms of reference: GCP(16)(48)

11. The General Counsel briefly introduced the paper, which proposed changes to the National Lottery Committee's terms of reference in order to reflect changes in the Committee's membership.
12. The Board were also asked to approve the resolution appointing Jonathan Scott as Chair.

13. The Board endorsed the recommended changes to the terms of reference and approved the resolution.

Item 5: Consumer engagement policy: GCP(16)(49)

14. The Programme Director introduced the paper which proposed the content of a published plan for engaging more effectively with customers.
15. The paper recommended that the themes and actions in the paper be approved.
16. The Board was also asked for their view on the viability of the work along the lines suggested. The paper also suggested possible sequencing for the proposed actions and gave a possible outline structure of the published statement for discussion.
17. After discussions, the Board endorsed the following recommendations:
 - the publishing of a statement which focuses around the themes of transparency and clarity, responsiveness, and forming partnerships
 - the carrying out of various actions around these themes, including undertaking a consumer interest assessment, conducting targeted research on consumer preferences and behaviour, and reviewing the remit and membership of the Communities Liaison Group
 - the development of options to enhance the 'consumer voice', including, for example, examining the case for a consumer panel
 - reviewing the way we handle consumer complaints about operators they think have acted illegally or have breached a licence condition.
 - that sign-off of the published plan be delegated to the Chief Executive.

Item 6: Gambling Review – RGSB's developing thinking: GCP(16)(50)

18. The Secretary to the RGSB introduced the paper, which is part of a series of papers forming part of the Commission's preparations for a government gambling review.
19. The paper outlined the framework RGSB has created for analysing available evidence and was intended to give the Board an overview of the process RGSB is going through.
20. The Board were asked to note the progress to date and highlight any topics that members thought should feed into the development of RGSB's advice to the Commission.
21. The Board discussed the Gambling Review and the framework within which RGSB would provide advice and noted the progress to date.

Item 7: Change Programme – Quarterly Update: GCP (16)(51)

22. The Change Manager introduced the paper, which provided an update on the progress of the Change Programme, as proposed by Officials at the meeting in May.
23. The paper provided an update on the progress of key activities, including:
 - the mini online employee survey carried out in June
 - the scheduling of a Leadership Team 'away day'
 - changes to governance arrangements.

24. The paper also provided the progress to date on the three Change Programme delivery areas: Leadership Development, Learning and Development, and Behaviours and cultural change.
25. The Board discussed and noted the progress made.

Item 8: Report from the Remuneration Committee

26. The Chair of the Remuneration Committee provided a brief update on the outcome of the Remuneration Committee meeting, which immediately preceded the Board meeting.
27. The Board noted the briefing.

Item 9: Report from the National Lottery Committee

28. The Programme Director – Lotteries provided a brief update on the outcome of the National Lottery Committee held on 13 July.
29. **[Exempt information under section 43 of the Freedom of Information Act 2000]**

Item 10: Financial Report: GCP(16)(52)

30. The Senior Manager – Finance introduced the report which provided the Board with an overview of the Commission's year to date performance for the first quarter to June 2016.
31. **[Exempt information under sections 22 and 43 of the Freedom of Information Act 2000]**
32. The Board discussed and noted the report.

Item 11: Quarterly Research Briefing 02/16 (July 2016): GCP(16)(53)

33. The Programme Director introduced the paper which summarised significant gambling-related research that has either been published recently or is due to be published in the near future.
34. The Board discussed and noted the briefing, and discussed research which was of particular interest.

Item 12: Industry Statistics Report (June 2016): GCP(16)(54)

35. The Board noted the report.

Item 13: AOB

36. The Board thanked Philip Graf for his contributions as Chair to the Commission and wished him well for his future endeavours..