

GambleAware<sup>®</sup>



Trustees

# Welcome

Dear Applicant

Thank you for your interest in joining our Board as Trustee.

GambleAware is an independent charity that commissions evidence-informed prevention and treatment services in partnership with expert organisations and agencies, including the NHS, public health agencies, local authorities and voluntary sector organisations. Our new five-year strategy was published in April this year, outlining four key strategic priorities to help us achieve a new vision of a society where everyone is safe from gambling harms.

To help us achieve these priorities, we are now looking for up to five new trustees who offer the diversity and range of experience needed to broaden the debate, ensure we stay connected with the environment we work in, and that we retain the quality of governance needed to operate effectively as a larger charity with increased and sustained funding.

GambleAware is fiercely independent. Our current Trustee Board has established a robust and accountable system of governance processes and procedures that ensure the gambling industry has no influence over the charity's commissioning decisions. Most of our current Board have backgrounds in the health sector and this has served us well; however, we now need to broaden the mix of perspectives to help us move forward.

We are particularly interested in hearing from candidates from across the UK who offer depth of insight, experience or influence within one or more of the following areas:

- local government or the third sector (from a commissioning perspective)
- academic research preferably in the field of public health
- impact measurement and evaluation
- large scale commercial experience
- new and emerging technologies especially in relation to engaging with young people or marginalised communities
- organisational change and development, and
- lived experience of gambling or other addictions, or experience of working directly with vulnerable communities.

All appointments require skills in strategic thinking with a collaborative approach and sound judgement. We are particularly keen to strengthen our ambassadorial capability and looking for people who are confident and credible relationship-builders and networkers outside the organisation.

Central to our new strategic priorities is a deep commitment to ensuring that the core principles of equality, diversity and inclusion are woven throughout all aspects of delivery, leadership and governance. We are actively seeking to broaden the diversity of our Board in all aspects, including culture and ethnicity, socio-economic and age diversity and welcome applications from all communities and backgrounds.

Wherever you are now, you will offer effective communication and interpersonal skills and a naturally collaborative style, along with a deep commitment to creating a society where everyone is safe from gambling harms.

If you believe you have the skills, background and qualities we are seeking, I very much look forward to hearing from you.

**Kate Lampard CBE**  
Chair

## The issue

Over half of all adults in Great Britain participate in some form of gambling and for many, this is a leisure activity that does not cause any adverse problems. However, for some, gambling can cause negative effects on people's health and wellbeing, including financial difficulties, relationship breakdowns and mental and physical health problems. Recent GambleAware commissioned research found that around 12% of adults across Great Britain may be experiencing some level of gambling harm.

The World Health Organisation (WHO) classifies gambling disorder as an addictive behaviour whereby the pattern of gambling behaviour results in significant distress or impairment. However, the annual GB Treatment and Support survey found that more than one in three people with a gambling disorder do not have access to any treatment or support. Possible barriers to accessing such services include a lack of awareness of available services, social stigma, and a reluctance to admit experiencing gambling harm. It also evident that Covid-19 has only served to exacerbate health and social inequalities.

Approximately 350,000 (11%) 11 – 16-year-olds are reported as having spent their own money on gambling in the last week. This rate is lower than for young people drinking alcohol (16%), but higher than for those using e-cigarettes (7%), smoking tobacco cigarettes (6%) or taking illegal drugs (5%). Overall, 1.7% of 11 – 16-year olds are classified as 'problem gamblers' and a further 2.7% are 'at risk'.

Referred to as the 'hidden addiction', the outward signs of gambling disorder often go unnoticed by family and friends, and are also largely 'hidden' from policymakers, health & advice professionals. And whilst alcohol and drug addiction have been recognised as public health challenges, gambling has not been included within the same lexicon.

## What we do

GambleAware is an independent charity regulated by the Charity Commission for England and Wales, and the Scottish Charity Regulator (OSCR). Our charitable objectives are:

- The advancement of education aimed at preventing gambling harms for the benefit of the public in Great Britain, in particular young people and those who are most vulnerable, by carrying out research, by providing advice and information, by raising awareness, and by making grants; and,
- Working to keep people in Great Britain safe from gambling harms through the application of a public health model based on three levels of prevention: primary – universal promotion of a safer environment; secondary – selective intervention for those who may be 'at risk'; and, tertiary – direct support for those directly or indirectly affected by gambling disorder, by carrying out research, by providing advice and information, by raising awareness, and by making grants for the provision of effective treatment, interventions and support.

GambleAware has a framework agreement with the Gambling Commission to help deliver the National Strategy to Reduce Gambling Harms (April 2019) within the context of arrangements based on voluntary donations from the gambling industry. The Gambling Commission's National Strategy recognises the significant negative impact gambling can have on health and wellbeing, relationships, family and society and as such considers it to be a major public health issue, requiring a clear strategy combining prevention and education, treatment and support.

Gambling operators licensed by the Gambling Commission are required to make annual financial donations to fund research, prevention, and treatment services. In June 2020, the Betting and Gaming Council announced that its (then) five largest members would contribute £100 million to GambleAware over four years. As a grant making charity, we are entering a new phase in our development as the profile of gambling increases.



## **Our new strategic objectives**

Our new strategic objectives underpin this recruitment and influence the range of backgrounds now required on our board.

Effective prevention of gambling harms requires a coherent and co-ordinated 'whole systems approach' involving partnership with the NHS, public health agencies, local authorities, and voluntary sector organisations. This ensures appropriate referral routes and care pathways are in place for individuals in need of support, including treatment, to receive the right intervention at the right time.

The value of this collaborative approach is acknowledged in the NHS Mental Health Implementation Plan 2019-24, in which we are recognised as an NHS England partner in relation to the NHS commitment to opening 15 specialist problem gambling clinics in the next five years. In Scotland and Wales, we are undertaking similar discussions with the NHS.

In order to meet the challenge and get to where GambleAware would like to be in five years, the charity has established a new vision of a society where everyone is safe from gambling harms. All of our work will now be underpinned by the four key commissioning objectives:

- Increase awareness and understanding of gambling harms.
- Increase access to services and reduce gambling harm inequalities.
- Build capacity amongst healthcare professionals, social prescribers, debt advisers, faith leaders, community services and others so they are better equipped to respond to gambling harms.
- Deliver effective leadership of the commissioning landscape to improve the coherence, accessibility, diversity and effectiveness of the National Gambling Treatment Service.

## **Three Key Areas of Work**

### ***Commissioning the National Gambling Treatment Service***

We are a commissioner of integrated prevention, education, and treatment services on a national scale, with over £40 million of grant funding under active management. In partnership with gambling treatment providers, we have spent several years methodically building structures for commissioning a coherent system of brief intervention and treatment services, with clearly defined care pathways and established referral routes to and from the NHS – a National Gambling Treatment Service.

The National Gambling Treatment Service brings together a National Gambling Helpline, [www.begambleaware.org](http://www.begambleaware.org) and a network of locally based providers across Great Britain that works with partner agencies and people with lived experience to design and deliver a system, which meets the needs of individuals. This system delivers a range of treatment services, including brief intervention, counselling (delivered either face-to-face or online), residential programmes and psychiatrist led care.

### ***Public health campaigns and practical support to local services***

We produce public health campaigns on a national scale to support local services and to lead on awareness and behaviour change campaigns such as Bet Regret – the preventative public health campaign aimed at encouraging regular sports bettors to think twice about gambling when drunk, bored or chasing losses.

In March 2020, we launched a new campaign to raise awareness of the National Gambling Treatment Service. We have published a 'brief intervention guide' and an 'e-Learning' package for professionals who are non-specialists in the treatment of gambling disorder, and we are currently working with the Personal Finance Research Centre at the University of Bristol to produce resources that focus on preventing gambling disorder across the financial sector.

We have commissioned Fast Forward to make it possible for every young person in Scotland to have access to gambling education and prevention opportunities.

### ***Commissioning research and evaluation to improve knowledge of what works in prevention***

We use best-practice aspects of commissioning, such as needs assessment, service planning and outcome reporting to support effective, evidence-informed, high-quality gambling harms support services.

Underpinning this is a commitment to monitoring and evaluating services to ensure ongoing and continuous quality improvement of the grant-funding process.

We have focused on generating the 'what works for whom' evidence to support and inform education and early intervention approaches and tools, and treatment & support service design and commissioning. All our research is commissioned, monitored, and reviewed on an independent basis. Approved by the National Institute for Health Research (NIHR) as an NIHR non-commercial partner, we follow Research Council Policy regarding research ethics, encouraging and funding open access publication in academic journals and data reuse.

## How we work with Government

We work co-operatively across Government in the following ways:

- We are a member of a joint-working group co-chaired by the Department of Digital, Culture, Media and Sport (DCMS) and the Department of Health & Social Care (DHSC).
- We are a member of the National Suicide Prevention Strategy Advisory Group.
- We collaborate with the Ministry of Defence in relation to gambling as a health issue for serving military, veterans and their families.
- We have established Advisory Boards in Wales and Scotland to help guide our future commissioning plans in those nations.

## Equality, Diversity and Inclusion Strategy 2021-2026

GambleAware has a dedicated Equality, Diversity and Inclusion (EDI) Group working to drive change throughout the organisation. The purpose of this group is to embed key principles across the charity that aim to call out and eradicate discrimination, prejudice, racism, ableism, misogyny, sexism, homophobia and transphobia.

The charity has outlined its aim to ensure all staff, commissioning partners and stakeholders are committed to driving change for a more equitable society, promoting zero tolerance towards inequality, exclusion, racism, and all forms of discrimination throughout the organisation and with its partners. The work outlined in this strategy will serve to complement and support GambleAware's charitable objectives, which are to advance education aimed at preventing gambling harms, and to work to keep people safe from gambling harms through the application of a public health model.

All actions GambleAware takes to improve and embed equality, diversity and inclusion must be evident, sustainable and capable of measurement. In GambleAware's new Organisational Strategy a new vision for a society safe from gambling harms was set. To achieve this vision, it is essential the core principles of equality, diversity and inclusion are woven throughout the delivery of GambleAware's new strategic priorities.

## Our Future

The recent pledge of up to £100 million from the largest gambling companies together with the voluntary donations of the rest of the gambling industry will enable us to continue to work in partnership with the NHS, public health agencies, local authorities and voluntary sector organisations across England, Scotland and Wales to further develop the National Gambling Treatment Service. In April 2021, GambleAware published a new five-year strategy outlining a new vision of a society where everyone is safe from gambling harms. As part of the commitment to deliver and meet this vision, GambleAware has set out four strategic priorities:

- Accelerate engagement and awareness to deliver targeted activity to raise awareness, reduce stigma and encourage engagement with information and advice, support and treatment services.
- Transform capacity and capability by collaborating with the NHS, public health agencies, local authorities, and voluntary sector organisations across England, Scotland and Wales to support growth of an integrated system of prevention provision.
- Increase equity and champion diversity to understand and address inequalities in experiences, access to services and outcomes for those experiencing gambling harms. We will take a collaborative approach working with a diversity of communities to ensure that support, services, treatment and pathways to these services are accessible and effective.
- Deliver best-in-class commissioning with a focus on improving processes and systems to enhance good governance, maximising transparency and value for money. We will include the voice of those with lived experience in the co-production of awareness-raising support, and treatment services.

## To find out more

To find out more please visit:

- [Charity Commission Annual Report 2019/20](#)
- [Bet Regret Campaign](#)
- [Safer Gambling Campaign](#)
- [National Gambling Treatment Service Campaign](#)



### **Kate Lampard CBE**

Kate works as an independent consultant undertaking investigations and advising organisations on management and service effectiveness and development. She led the NHS investigations into Jimmy Savile, and produced a report for the Secretary of State for Health setting out the lessons for today's health service. She was commissioned by the board of Serco Plc to investigate the treatment of residents at Yarl's Wood Immigration Removal Centre.

Previously Kate spent 13 years as a practising barrister before moving into the public sector where she held a number of non-executive appointments. Kate has been the chair of the South East Coast Strategic Health Authority, vice chair of the South of England Strategic Health Authority and a non-executive director and vice chair of the Financial Ombudsman Service Limited. She acted as interim chair of the Independent Advisory Panel on Deaths in Custody.

Kate is the lead non-executive director on the Department of Health Board as well as being a trustee of the Esmée Fairbairn Foundation and the Royal Horticultural Society. Kate was appointed Commander of the Order of the British Empire (CBE) in the 2015 New Year Honours for services to the National Health Service and to the community in Kent.



### **Saffron Cordery**

Saffron Cordery is Director of Policy and Strategy and Deputy Chief Executive, NHS Providers. NHS Providers is the membership organisation and trade association for the NHS acute, ambulance, community and mental health services that treat patients and service users in the NHS. Saffron has extensive experience in policy development, influencing and communications and has worked in the healthcare sector since 2007. Before moving into healthcare, Saffron was head of public affairs at the Local Government Association, the voice of local councils in England. Her early career focused on influencing EU legislation and policy development, and she started working life in adult and community education.



### **Professor Sian Griffiths OBE**

Professor Siân Griffiths OBE is Chair of the Global Health Committee, Associate Non-Executive member of the Board of Public Health England and a Non-Executive Director for Public Health Wales. Siân practiced as a service-based public health physician at local, regional and national level in the UK and was President of the UK Faculty of Public Health of the Royal College of Physicians as well as the first Co-Chair of the UK Public Health Association.

In 2003 Siân chaired the Hong Kong SAR government's SARS Inquiry joining the Chinese University of Hong Kong (CUHK) as Director of the Jockey Club School of Public Health and Primary Care in 2005. Her tenure at CUHK saw the development of multidisciplinary approaches to public health education and extensive networks across China, Asia and beyond. Now Emeritus Professor at CUHK she maintains her links as well as being involved in a variety of community based projects in the UK.



### **Michelle Highman**

Michelle Highman is Chief Executive of The Money Charity. The Money Charity, is a financial capability charity with a mission to empower people across the UK to build the skills, knowledge, attitudes and behaviours to make the most of their money throughout their lives. Michelle is well versed in the financial services industry, having spent 13 years at the Financial Services Authority and a leading role in setting up the Consumer Financial Education Body (now Money Advice Service).



### **Professor Anthony Kessel**

Professor Anthony Kessel is a public health physician, academic and author. Since the end of 2019 Anthony has been working in a national role as a Clinical Director at NHS England and NHS Improvement. Prior to this, Anthony worked for a decade as Director of Global Public Health at Public Health England and National Director of Public Health Strategy, Director of R&D and Medical Director at the Health Protection Agency. Anthony's other leadership responsibilities in these roles included antimicrobial resistance, climate change, professional development, clinical governance, Caldicott Guardian, and responsibility for the revalidation of 600 medical consultants across the national public health system. Anthony is also an advisor to the WHO on public health. Previously, Anthony was Director of Public Health and Medical Director at Camden Primary Care Trust (2004-2009) and is also a GP.

In parallel, Anthony holds a university position as Honorary Professor and Co-ordinator of the International Programme for Ethics, Public Health and Human Rights at the London School of Hygiene & Tropical Medicine. As well as an active research portfolio, Anthony has over 100 publications in areas of public health, environmental health and the medical humanities, including a sole author book *Air, the Environment and Public Health* (Cambridge University Press, 2006). Anthony is a Trustee Director of the national charities GambleAware and BookTrust, a Council member of the Royal National Lifeboat Institution (RNLI), and advises other charities working in global health and mental health. Anthony has trained as an executive coach, and writes a personal column exploring his leadership work through a lens of psychological wellbeing, 'Global Health Experience' (<https://medium.com/@AKessel>).

In 2013, Anthony published a fiction book for young children, *The Amazing Adventures of Perch the Cat* (Matador, 2013). Anthony's new 4-book 'DON'T DOUBT THE RAINBOW' adventure series for middle-grade children is centred on a 13-year-old detective, Edie Marble, and will be published by Crown House. Threaded through the series is an approach to support psychological wellbeing and resilience in this age group. The first book, *The Five Clues*, will be published in March 2021. *Anthony stands down in 2021*.



### **Rachel Pearce**

Rachel Pearce is Regional Director Commissioning at NHS England South West. Alongside her NHS career, Rachel maintains a commitment to the non-statutory sector and has been a trustee for 13 years with charities providing drug and alcohol services and latterly mental health support, including serving as Vice Chair of the Gloucestershire-based charity The Independent Trust until 2014.



### **Paul Simpson**

Paul Simpson is Chief Finance Officer/Deputy Chief Executive, Surrey & Sussex Healthcare NHS Trust.

Paul is a chartered management accountant (FCMA and CGMA) and has been working as either a Finance Director/Chief Finance Officer or deputy in NHS Trusts since 2002. He joined Surrey & Sussex Healthcare NHS Trust in December 2007 from Queen Mary's Sidcup NHS Trust, where he was Finance Director and also Deputy Chief Executive (he started there in July 2006). From 2002 Paul was Deputy Director of Finance at Berkshire Healthcare NHS Trust, which he supported through its successful foundation trust application in 2006.

Paul's previous experience has been in central financial oversight and performance management (NHS Regional Office, at the Department of Health HQ and the Benefits Agency), and, earlier still, an eclectic mix of other roles ranging from being an untrained occupational therapist at Broadmoor Special Hospital, through to working in private office at the Department of Health in Whitehall. More recently, since April 2017, Paul has found himself being the Chair of the Sussex and East Surrey Sustainability & Transformation Partnership Finance Group.

Despite following an entirely unrelated career, Paul has a degree in zoology.





### **Professor Marcantonio Spada**

Marcantonio M. Spada, Ph.D., FBPSS, is Professor of Addictive Behaviours and Mental Health in the School of Applied Sciences at London South Bank University where he is the Deputy Lead of the Centre for Addictive Behaviours Research. His main research focus is on identifying metacognitive factors involved in the development and maintenance of addictive behaviours with the central aim of developing and evaluating new psychological treatments which target metacognitive change.

The author of over 150 scientific journal articles and three books, Professor Spada also serves as both Editor-in-Chief of Addictive Behaviours and Addictive Behaviours Reports, is on the editorial board of several international journals, is Chair of the Board of Trustees of UK SMART Recovery, and is a Director of SMART Recovery International.

*Marcantonio stands down in 2021.*





# Role Profile

**Appointment** Trustee

**Accountable to** Chair of the Board of Trustees

## Main Responsibilities of the role

1. To support and promote the charity externally and act as an ambassador for its aims, objectives and strategic priorities.
2. To determine the overall direction and development of the charity through good governance and clear strategic planning.
3. To ensure that the charity and its representatives function within the legal and regulatory framework of the sector and in line with the organisations' governing document, continually striving for best practice in governance.
4. To uphold the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the charity.
5. To take appropriate professional advice in all matters where there may be material risk to the charity, or where the Trustees may be in breach of their duties. This course of action will ensure the obligation to exercise their duty of care.
6. To avoid any personal conflict of interest.
7. To act with objectivity and impartiality, in the capacity of independent Trustee.

## Main Duties

1. Promoting and developing the charity in order for it to grow and maintain its relevance to society.
2. Ensuring the charity complies with legislative and regulatory requirements, and acts within the confines of its governing document and in furtherance to organisational activities contained therein.
3. Acting in the best interest of the charity, beneficiaries and future beneficiaries at all times.
4. Maintaining sound financial management of the charity's resources, ensuring expenditure is in line with the organisations' objects, and investment activities meet accepted standards and policies.
5. Ensuring the effective and efficient administration of the charity and its resources, striving for best practice in good governance.
6. To maintain absolute confidentiality about all sensitive/confidential information received in the course of trustee's responsibilities to the charity.



# Person Specification

## Part One

### Knowledge and experience

- GambleAware is actively increasing the breadth and range of skills and perspectives on its Board and is seeking backgrounds and experiences in at least one of the following areas:
  - local government or the third sector (from a commissioning perspective)
  - academic research preferably in the field of public health
  - impact measurement and evaluation
  - large scale commercial experience
  - new and emerging technologies especially in relation to engaging with young people or marginalised communities
  - organisational change and development, and
  - lived experience of gambling or other addictions, or experience of working directly with vulnerable communities.
- Successful experience of operating within a board in a charitable, public sector or commercial organisation is desirable although not strictly essential.
- You will have built and sustained positive relationships with partners, stakeholders and colleagues.
- You will understand the legal duties, responsibilities and liabilities of trusteeship, as well as the various roles and responsibilities inherent in boards (Chair, Trustee, Executive).

## Part Two

### Skills and personal attributes

- Effective communication skills and someone who builds rapport and demonstrates self-awareness.
- Sound, independent judgement and the confidence to participate in debate about key strategic issues and know when to challenge constructively.
- Visionary and strategic in approach – you will be a 'big picture' thinker.
- You will be able to work effectively as a member of a team.
- You will be personally committed to promoting equality and diversity and willing to help GambleAware achieve its ED&I Strategy 2021-26.
- Committed to the aims of the organisation and its strategic priorities and willing to devote the necessary time and effort to the role.

*We are fully committed to widening the diversity of the Board and actively welcome applications from all underrepresented groups.*



# Terms of appointment

## Remuneration

This is an unremunerated role; all reasonable expenses will be reimbursed. (There is the opportunity to join meetings virtually, by exception.)

## Time commitment

The role requires around one day per month. During periods of change and transition, this may increase slightly.

Trustee commitments include:

- Four full Board meetings per year typically lasting three hours
- Four Committee meetings per year (the current Committee structure is subject to revision)
- Occasional one-to-one meetings as required
- Up to two development events per year, and
- Occasional advice and input via email and / or conference calls.

GambleAware is committed to opportunities for ongoing trustee training and development.

## Length of appointment

Length of appointment is three years, which may be renewed pending approval of the Board. Maximum service six years.

## Location

Pennine Place, 2a Charing Cross Road, London Wc2H 0HF. Board meetings will take place in London or virtually.

## Equalities, Diversity and Inclusion (ED&I)

GambleAware is committed to ensuring that all staff, commissioning partners and stakeholders are committed to driving change for a more equitable society. To make this vision a reality, GambleAware is actively working to promote zero tolerance towards inequality, exclusion, racism and all forms of discrimination throughout the organisation and with our partners. By adopting the changes and taking the steps highlighted in its ED&I Strategy 2021-2026, we hope to achieve our vision, which will support GambleAware's overall mission of a society safe from gambling harms.

*We are fully committed to widening the diversity of the Board and actively welcome applications from all underrepresented groups minority communities.*





# How to apply for these appointments

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Parna.Taylor@starfishsearch.com](mailto:Parna.Taylor@starfishsearch.com) or [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/gambleaware-trustees/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information
- a short supporting statement that sets out your motivation for applying for the role and what you think you can bring towards the new Strategy.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

We are fully committed to widening the diversity of the Board and actively welcome applications from all underrepresented groups particularly women and minority communities.

Please also tell us about any dates when you are not available for interview.

## **Closing date for applications**

Friday 27th August 2021

## **Structured discussions with Starfish Search**

w/c 6th and w/c 13th September 2021

## **Final panel interview event**

23rd/24th September 2021

The Selection Panel for this appointment will be:

- Kate Lampard, Chair
- Paul Simpson
- Professor Sian Griffiths
- Rachel Pearce

