

Trustees

# Introduction from the Chair

Dear Candidate,

Thank you for your interest in joining the GamCare board as a trustee.

GamCare is the leading provider of information, advice and support for anyone affected by gambling harms. We work directly and through a network of locally-based partners to ensure help is available for everyone. We operate the National Gambling Helpline, provide treatment for anyone harmed by gambling, create awareness about safer gambling and treatment, and encourage an effective approach to safer gambling within the gambling industry.

We have experienced significant growth over the past three years since the arrival of Anna Hemmings as our Chief Executive. This is, therefore, a particularly exciting time to join us as we further expand our reach, influence and services. We have developed an international reputation for our work's innovative approach and impact. As gambling behaviours change, technology evolves, and access to gambling increases, we need to remain at the forefront of supporting everyone who experiences gambling harm with their recovery. How we use our knowledge, insight and expertise to influence change at all levels remains a key theme for us, and you will be joining an ambitious board focused on achieving meaningful impact for all those affected by gambling harms.

We actively seek to broaden the diversity of our Board in all aspects to enrich our collective decision-making and governance, and we welcome applications from all communities and backgrounds. We are particularly interested in hearing from candidates from across the UK who offer experience in digital transformation. We are also keen to attract someone with the depth of insight, experience or influence in one of the following: public affairs, particularly from within a regulatory background; organisational change and development; or clinical expertise in a related field.

We are particularly keen to welcome people with lived experience of gambling harms, and we are also open to hearing from people for whom this would be their first non-executive board role. Wherever you are now, you will be a skilled strategic thinker with outstanding communication skills and the ability to probe and appropriately challenge both the Executive and Board colleagues, deploying a collaborative approach and sound judgement.

If this sounds like an opportunity you would like to explore further, we very much look forward to hearing from you.

Best wishes

**Margot Daly**  
Chair



# About GamCare

GamCare was founded in 1997 and has become the leading provider of information, advice and support for anyone affected by gambling harms. GamCare operates the National Gambling Helpline, providing treatment for anyone harmed by gambling, creating awareness about safer gambling and treatment and encouraging an effective approach to safer gambling within the gambling industry.

GamCare is an independent charity established in 1997 to reduce gambling harms. The support and treatment services are mainly funded via a grant agreement with GambleAware, the national commissioner of gambling support services. GamCare also has separately funded work. For example, GamCare's Women's Programme is funded through a regulatory settlement approved by the Gambling Commission.

The organisation's mission is to support those harmed by gambling through advice and treatment and to minimise gambling-related harms through education, prevention and engagement.

In delivering our charitable mission, we provide information, advice and support for anyone affected by gambling-related harms across Great Britain. GamCare delivers:

- The National Gambling Helpline, which is confidential information, advice and support line, open 24 hours a day, 365 days a year, both via freephone and web chat.
- Face-to-face treatment is available in 161+ locations across Great Britain, delivered by GamCare and its partner network. Phone and virtual (video call) treatment is also available and has been used extensively during the pandemic.
- Digital interventions such as online treatment courses, forums and chatrooms and online self-help materials.
- Education and outreach programmes aimed at preventing gambling harm for specific groups (such as women or young people).
- Training and accreditation for gambling operators in order to raise standards of protection for gambling customers and reduce harm to those who may be at risk of it.

## Ambitions

GamCare has worked with staff and service users to identify four major strategic ambitions which will drive GamCare's work forwards in pursuit of its mission.

1. Gambling harms are widely recognised and prevented.
2. Universal access to effective tools and support.
3. Universal access to caring, evidence-led and integrated treatment.
4. GamCare's work is trusted, valued and effective.

## GamCare's Values

GamCare's values are a call to action:

- COLLABORATIVE – *Achieving more together*
- AMBITIOUS – *Embracing future growth*
- LEARNING – *Harnessing knowledge*
- LEADING – *Shaping the agenda*

If you would like to dig deeper into GamCare's work and approach to change, you can read more about the [2021-2024 Strategy here](#), and the [Model for Change here](#).

The Board of Trustees oversees GamCare's governance. The Board is responsible for agreeing the organisation's strategy and delegates responsibility for the execution of that strategy to the CEO. In turn, the CEO delegates to the senior management team, and the Board monitors the outcomes of these delegations and organisational performance.

The Board has four sub-committees: Audit & Risk, Clinical & Quality Governance, People, Culture & Communications and Remuneration. The Audit & Risk sub-committee oversees all corporate governance systems. The Clinical & Quality Governance sub-committee scrutinises all areas of clinical work undertaken by GamCare and is chaired by a senior clinician. The People and Communications sub-committee has oversight of all issues relating to our people and internal and external communications work. The Remuneration sub-committee ensures that any decisions relating to pay, reward and performance are considered fairly and equitably.

GamCare's CEO and Directors are accountable to these board sub-committees and provide regular progress reports on the strategy, business plan, quality assurance, operating targets and key performance indicators. Our current Board of Trustees and their brief biographies are set out below:

### **Jill Britton, Trustee and member of the Audit & Risk and Remuneration Committees**

Jill is Director of Commissioning and Strategic Investment at Islington Council and has broad and expansive experience working in addiction, mental health and social care services. Jill has a Master's degree in Psychological Research Methods and strives to bring a balance of expertise and knowledge to all aspects of her work, noting the importance of user voice and experts by experience, as well as evidence informed practice. Jill led on national policy for addiction for many years, including the development of the first national policy guidelines for drug and alcohol treatment for young people. Over the last 15 years Jill has led commissioned services across health and social care in local authorities and in the NHS, and is a key player in the development of Integrated Care System and Integrated Care Partnership in a London region.

### **Jeff Clarkson, Trustee and member of the Audit & Risk and Remuneration Committees**

Jeff qualified as a Chartered Accountant with Arthur Young in New Zealand after studying at Auckland University of Technology. Jeff has a diverse background, having held leadership roles in finance, human resources, facilities, logistics and technology in both listed and privately held companies in the brewing, media and marketing sectors including Anheuser-Busch (Budweiser), MTV and Omnicom. Jeff has led multi-disciplinary teams and his experience includes acquisitions, divestments, corporate restructuring and leading change management projects including systems implementations.

### **Margot Daly, Chair of the Board**

Margot is an inquiry chair at the Competition & Markets Authority and also serves as a non-executive director at the Navy, Army, Air Force Institute, where she chairs the audit & risk committee. Previously Margot was a Panel Member at the Competition Appeal Tribunal and held chief executive officer and chief operating officer positions in FTSE listed and privately held companies. She has a Master's Degree from King's College London in competition economics, with a focus on distributed ledger technologies.

### **Dr Emily Finch, Trustee and Chair of the Clinical & Quality Governance Committee**

Dr Finch is an Addiction Psychiatrist and the Clinical Director for the Addictions Clinical Academic Group (CAG), with responsibility for addiction services across Lambeth, Bexley, Greenwich and Wandsworth. She is currently the clinical lead for the alcohol assertive outreach team and treats patients with addiction problems in a variety of settings. She has a drug and alcohol policy background and is also a member of the Advisory Council on the Misuse of Drugs. Emily is a member of the Royal College of Psychiatrists, Addictions Executive. She is a co-chair of the London joint working group on hepatitis C. Emily teaches and lectures on all aspects of addiction and supervises PhD and MSc students. Emily is head of education and training for the CAG, and she is also a Trustee of Alcohol Research UK.



**Anita Gundecha, Trustee and member of the Clinical & Quality Governance Committee**

Anita is a qualified pharmacist in the UK and USA with experience as a clinician and senior manager across a range of NHS, UK private and USA healthcare sectors, including pharmacy, addiction, mental and physical health. She has a decade of experience delivering addiction and gambling treatment services across London and home counties with two years as Lead Pharmacist and then as Deputy Director for Central and North West London NHS Foundation Trust (CNWL) Addictions Directorate. Anita was also Head of Service for CNWL Camden Community Adult Physical Health Services. She founded and operated her own business gaining knowledge of finance, corporate governance and CQC registration and compliance. Anita currently works in business transformation at CNWL, delivering system transformation of children's mental health services across North West London.

**John Hagan, Trustee and member of the People & Communications and Remuneration Committees**

John is a founding partner of a leading specialist law firm, Harris Hagan. John advises on all aspects of online and land-based gambling law, frequently speaks at industry conferences and is also a regular contributor of articles to national and international gaming publications. John is also President of the International Association of Gaming Advisors and a member of the International Masters of Gaming Law.

**Dominic Harrison, Trustee and Chair of the Audit & Risk and Remuneration Committees**

Dominic is a Chartered Accountant, qualifying in 1988 with KPMG. He has held senior positions in Finance, Marketing and Operations with Grand Metropolitan plc, Bass plc and Hilton Group plc. He spent a decade in the gambling sector in leadership roles with Ladbrokes and Gala Coral. Since 2012, he has held several CEO roles in regulated businesses in the UK and Internationally. He is currently CEO of ICP Education- a fast-growing group of children's nurseries.

**Dr Gareth Jarvis, Trustee, a member of the People & Communications and of the Clinical & Quality Governance Committees**

Dr Jarvis is a Consultant Psychiatrist in the NHS and the Medical Director for Jameson Division, Central and North West London NHS Foundation Trust leading mental health across the London Boroughs of Westminster, Kensington and Chelsea, Harrow and Brent. After qualifying at Edinburgh Medical School, he undertook his medical training in South East Scotland, Somerset and London. He has been a Consultant Psychiatrist in community mental health services and Crisis Resolution Home Treatment. He has Master's Degrees in Psychiatric Research and Teaching and Learning for Health Professionals and has been an Improvement Fellow at UCLP. He has completed the NHS Leadership Academy's Nye Bevan Programme in Executive Healthcare Leadership. As a qualified practitioner and mentor in the Open Dialogue approach, Gareth is passionate about social and family inclusion in mental health care.

**Matthew Moth, Trustee and Chair of the People & Communications Committee and member of the Clinical and Quality governance and Remuneration Committees**

Matthew is the Director of Communications at The University of Manchester. With over 30 years of corporate communications experience, he previously held a variety of senior consultancy and in-house positions, including Group Director of Communications at Taylor Woodrow plc. In 2004 he founded Madano, a strategic communications consultancy and successfully managed its growth, development and acquisition by Canadian headquartered AVENIR Global – one of the world's leading independent communications groups. Matthew was President of the Canada-UK Chamber of Commerce from 2018-2021. He is currently Vice-Chair, and Chair of the Nominations Committee, at FitzRoy – a leading learning disabilities charity.

# Role Description

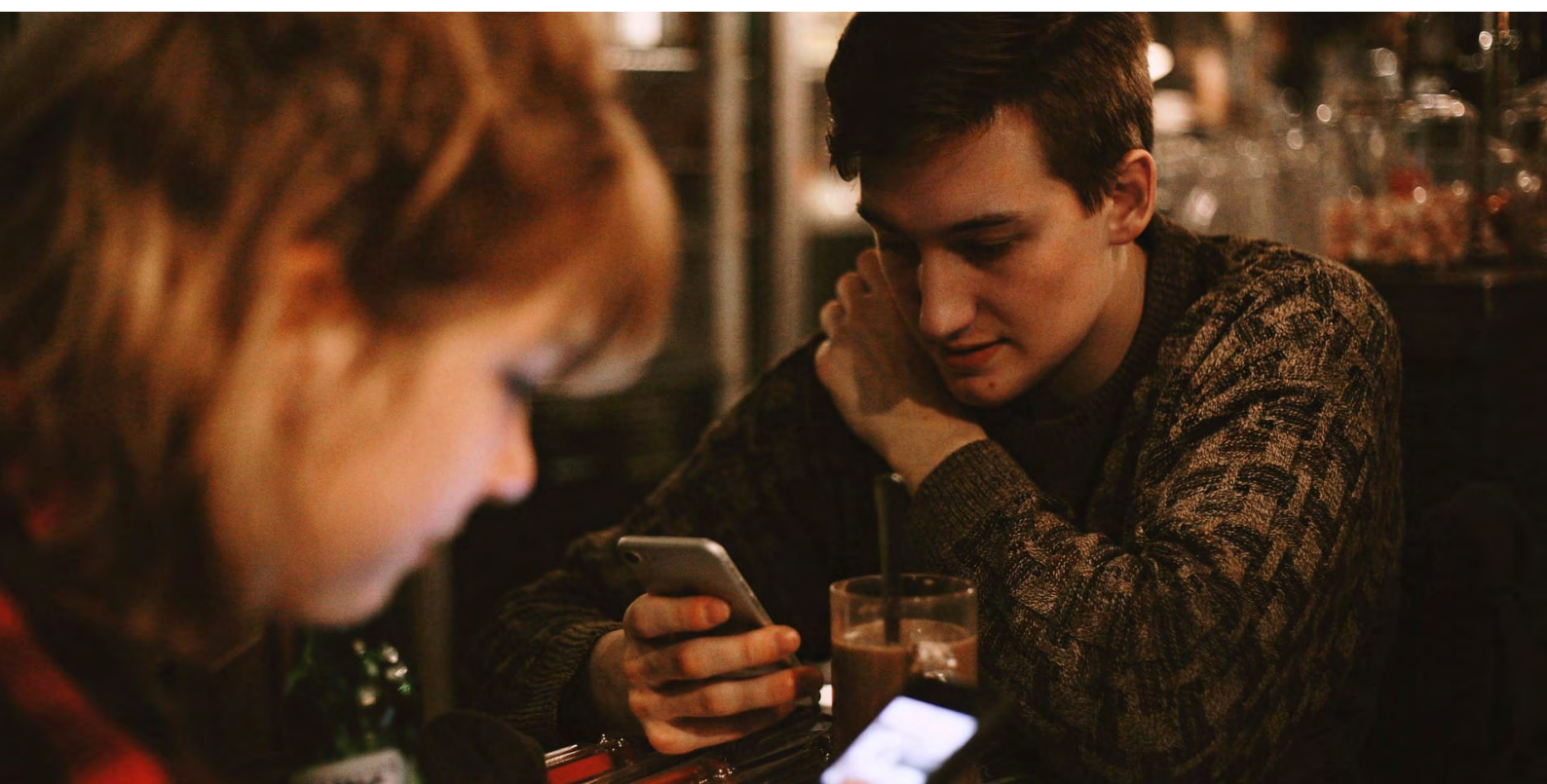
## **All board members are expected collectively (with fellow trustees) to:**

- Oversee the strategic direction, financial management and governance of the organisation.
- Ensure that the organisation works within its charitable objectives and is compliant with charity and company law within the jurisdictions within which it is registered and operates.
- Further the charitable objectives of the organisation.
- Ensure the charity is sustainable in the long term.
- Serve on at least one sub-committee of the main Board.

## **Principal duties and responsibilities**

Collectively trustees will:

- Promote the organisation, its mission, aims and values.
- Take part in formulating and regularly reviewing the strategic aims of the organisation.
- Ensure that the organisation's policy, practices, performance and operations are in keeping with its aims.
- Ensure that the organisation functions within the legal and financial requirements of a charitable organisation and strives to achieve best practice.
- Ensure the organisation is accountable to its stakeholders and partners.
- Ensure those using services are at the heart of everything the organisation does and be able to use lived experience to inform processes.
- Appoint and monitor the performance of the senior executives.
- Where appropriate, be able and willing to take on the responsibility of chairing a board committee and driving forward the work tasked to that committee (when required).
- Ensure they have adequate information and guidance to execute the above responsibilities and are not conflicted in their involvement in any decision-making.



# Person Specification

In your written application, please indicate your experience against the priorities listed below.

## Part one

### Knowledge & experience

GamCare is looking for individuals with deep experience in one or more of the following:

- Digital transformation.
- Clinical experience, preferably but not exclusively in mental health or addiction services or a related clinical area, giving insight into service users' lived experiences.
- People and organisational development.
- Public affairs, particularly from within a regulatory background.
- Lived experience (desirable).

## Part two

### Skills & abilities

- Outstanding communication, interpersonal and influencing skills with the ability to make considered contributions, challenge and exchange views respectfully with board colleagues and the Executive.
- High strategic capacity – able to set strategy, policy, business plans and assess competing objectives.
- High analytical capacity with the ability to assess the use of resources, risk and controls assurance, operational and financial performance and accountability to stakeholders.
- Commercial and operational experience and the ability to apply this in a way which will assist the organisation in designing and delivering world-class services pragmatically.
- Able to work pro-actively and constructively with fellow trustees and key staff in a way that models positive behaviours and constructive challenge.
- Able to uphold good governance by observing trustees' duties and legal and regulatory governance standards, contributing to the setting and delivery of the organisation's charitable goals.

## Part three

### Attributes & behaviours

- Strong commitment to the organisation's values and its mission of reducing addiction harm.
- Strong and demonstrable personal commitment to diversity and inclusion and to ensuring that these principles are promoted across all aspects of the organisation's work.
- Appreciates the diversity of perspectives of lived experiences of gambling harms and can apply this lens to business decisions to ensure the organisation's charitable objectives are achieved.
- Committed to working with diverse and disadvantaged groups and likely holds productive and current relationships and networks in relevant communities.
- Holds a strong commitment to a co-production ethos as it relates to working with other organisations in the sector and those with lived experience.
- Commitment to supporting continuous quality improvement initiatives for the benefit of future service users across the spectrum of care and support.



# Terms of Appointment

## **Time Commitment**

These roles require a time commitment of approximately 1.5 days per calendar month. The Board meets quarterly as do the sub committees, there is one strategy away day each year and Trustees are expected to sit on at least one of the four sub-committees.

## **Remuneration**

These are unremunerated roles although expenses will be paid for travel and overnight stays if required.

## **Length of term**

The Board, as part of a regular governance review, will be considering the terms of office for all trustees and may elect to move towards a formal model. All trustee roles have a one year probation period.

## **Location**

Meetings are held both in person with occasional remote meetings. Dates of the future main Board meetings are below (meetings are held between 6.00pm and 8.00pm):

- Wednesday 7th December 2023
- Wednesday 22nd March 2023
- Wednesday 21st June 2023





# How to apply

If you would like to discuss the role before making an application, please contact Juliet Brown at Starfish Search on [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com).

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

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

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.

<b>Closing date:</b>	<b>14th November 2022</b>
<b>Preliminary interviews with Starfish:</b>	<b>mid-end November 2022</b>
<b>Interviews with GamCare:</b>	<b>early December 2022</b>

