

## Minutes of the Board of Trustees' meeting

<b>DATE</b>	Wednesday 14 April 2021
<b>TIME</b>	2pm – 3pm
<b>VENUE</b>	Virtual zoom

<b>PRESENT</b>	<b>INITIALS</b>	<b>NOTES</b>
Saffron Cordery	SC	Trustee
Sian Griffiths	SG	Trustee
Michelle Highman	MH	Trustee
Anthony Kessel	AK	Trustee (item 3 onwards)
Kate Lampard	KL	Trustee / Chair
Rachel Pearce	RP	Trustee (item 3 onwards)
Paul Simpson	PS	Trustee
<b>IN ATTENDANCE</b>		
Alison Clare	AC	Director of Research & Evaluation (Interim)
Zoe Osmond	ZO	Chief Executive
Robin Price	RP	Finance Consultant
Jane Rigbye	JR	Interim Director of Commissioning
Natalie Simpson	NS	Company Secretary (minutes)
<b>APOLOGIES</b>		
Marcantonio Spada	MS	Trustee

## 1. Welcome and apologies

KL welcomed everyone to the meeting. Apologies were received from MS.

## 2. Declarations of interest

There were no further declarations of interest, beyond those already recorded.

## 3. Financials – budget 2021/22-2023/24

The budget proposals for the three-year period to March 2024 were received as presented.

RP joined the meeting.

It was noted that the significant inflow of donations in the final quarter of 2020/21, together with expected industry commitments over the next three years, puts GambleAware in a strong financial position to expand its capability and commissioning over the three years to 2023/24.

AK joined the meeting.

**Income and expenditure** - there was discussion about the anticipated size of future regulatory settlements, as a lower amount is forecast in comparison to the past five-year average. Ongoing discussions with the Gambling Commission indicate that lower levels of regulatory settlements should be expected in future.

**It was agreed** that the proportion of allocation of commissioning expenditure across the four commissioning objectives is an ongoing discussion in which trustees should continue to be involved.

**Reserves** - it was noted that the Resources Committee had discussed the likelihood of needing to increase reserves in future as commitments grow. However, even a doubling of reserves would not affect the ability to deliver the draft budget and the Resources Committee recommends to the Board that there is a sound basis for approving the budget as presented.

**Risks - it was agreed** that there is a risk of not achieving desired levels of expenditure, if planned organisational development and project development (both extending current projects and devising new projects) does not take place at pace. However, a balance is required between prudence, maintaining existing commitments and planning new projects and it was suggested that contracts should include a 'get-out' clause referring to the availability of funding. It was also suggested that the case should be built for further investments beyond the scope of this budget, with ambition

and scope for significant work beyond 2023/24, in order for there to be strong case for continued investment into GambleAware.

Trustees expressed concern about the external environment in which the charity operates, and the need to find ways of working with other bodies to collaborate behind a shared agenda in an unstable, rapidly changing environment.

**Trustees approved** the budget for 2021/22 within the context of the three-year financial plan, noting the comments agreed above.

#### **4. Organisational design project**

The update on the organisational design project was received as presented.

The proposed increase in communications capacity in particular was welcomed by trustees.

It was suggested that sufficient attention should be paid to the culture of the organisation as it more than doubles in size, particularly while new recruits will have to work remotely in the first instance. The opportunity should be taken to help facilitate any culture change and new ways of working. It was acknowledged that the pandemic was stressful, and funds were available for providing coaching to help with the transition and to support staff.

It was noted that long-term interim employees should be given an opportunity to have a post within the organisation, once permanent staff are confirmed in post. It was suggested that it is made clear to staff that they have the opportunity to apply for alternative roles within the new structure.

**Trustees approved** the organisation design, and outlined pay scale on the proviso that the following action is taken:

**Action:** A full Reward, Pay & Salary Proposal paper to be presented to the Board for consideration at the 1 July Board meeting. The Chief Executive and project team to consult with the current workforce on the Organisation Design and transition the organisation to the new design with effect from 15 April 2021.

#### **5. Organisational strategy 2021-26 update**

Trustees were asked to provide any final comments on the organisational strategy this week. The strategy will be published in the w/c 26 April and KL will chair a strategy webinar on 28 April.

**a. Priority projects for 2021/21**

Trustees welcomed progress on the integrated forward plan 'single portfolio view' setting out how GambleAware's new organisational strategy will be operationalised at a programme and project level.

**b. End-to-end commissioning process**

Trustees welcomed progress around the end-to-end commissioning process, and it was noted that strong process and infrastructure should be adopted throughout the organisation.

**Action:** The commissioning process to clearly show involvement of appropriate Committees at the appropriate time.

It was noted that the Board Evaluation will be considering the remit of the Committees, and adjustments will be made to reflect the new ways of working.

**6. Any other business**

None.