



GambleAware

Candidate brief for the position of Chief Executive

October 2020



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About GambleAware

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

- a) 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,
- b) 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 grantmaking charity, we are entering a new phase in our development as the profile of gambling increases. The development of a new long-term strategy for the charity will position us as a key organisation in the gambling field and we are looking for a new CEO excited by the challenge.

Guided by an independent expert board of trustees, the majority of whom work in the health sector, we commission 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. Trustees have established a robust and accountable system of governance processes and procedures that ensures the industry has no influence over the charity’s commissioning decisions, and we are fiercely independent.

The Need

Gambling disorder is defined by the World Health Organization (WHO) as an addictive behaviour with implications for mental health, and for some, gambling disorder can result in suicide. Official statistics estimate that two million adults are experiencing some level of gambling harm in Great Britain, including 340,000 “problem gamblers”. We have commissioned research which indicates that these estimates of gambling harm may be an underestimate.

The first ever Treatment Needs and Gap Analysis for Great Britain has found that one in two people with gambling disorder have not accessed any treatment or support, and highlights barriers to accessing treatment and support, including a lack of awareness of available services, social stigma, and a reluctance to admit gambling problems. 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, yet gambling has not been included within the same lexicon.



Our Approach

GambleAware advocates for gambling harms to be understood as matters of health and wellbeing, and that keeping people safe from gambling harms requires a public health response simultaneously delivered on three levels of prevention:

- Primary or Universal – aimed at the whole population to promote a safer environment
- Secondary or Selective – aimed at groups with a prevalence of suffering gambling harms
- Tertiary or Indicated – aimed at individuals suffering gambling disorder

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.

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 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. In the 12 months to 31 March 2019, provisional figures showed that the National Gambling Treatment Service treated 10,000 people. Helpline activity is currently running at about 30,000 calls and on-line chats per annum. We also run the website BeGambleAware.org which helps 6.2 million visitors a year and signposts to a wide range of support services. However, less than three per cent of the reported number of problem gamblers access services currently so it is clear there is much more to be done in both raising awareness about this serious public health issue and commissioning more prevention and treatment services.

■ 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 via digital media, radio, pubs, motorway service stations, and in GP surgeries and health publications. 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.

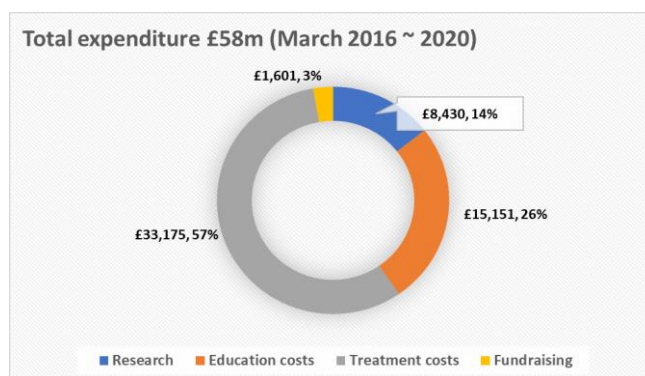
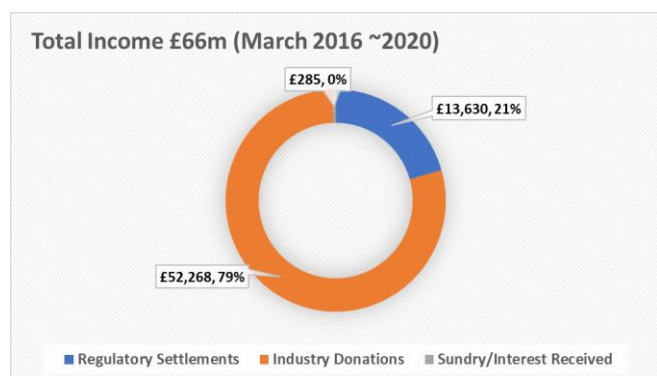
We have focused on generating the ‘what works for whom’ evidence to support and inform education and early intervention approaches and tools, and treatment & support service design and commissioning. All our research is commissioned, monitored, and reviewed on an independent basis. Approved by the National 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.

Working 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.

Our Finances



The 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. A new five-year strategy will be published in March 2021. In the meantime, we will continue to focus on:

- Extending the National Gambling Treatment Service in collaboration with the NHS, public health bodies, healthcare professionals, voluntary organisations and local authorities.
- Public health campaigns on a national scale such as Bet Regret to help build resilience against gambling harms for children, young people and vulnerable adults.
- Providing practical support to GP services, debt and other advice agencies, mental health services, prisons, military personnel, professional sports, schools and youth workers.
- Our Lived Experience Programme including facilitating a special interest group for people who have been through treatment for their own gambling harms and collaborating on establishing an inclusive GB-wide membership network for all who have experienced gambling harms.
- Evaluating ‘what works for whom’ via a framework that measures consequential change, informs service design and can be widely shared.

Trustees

We have a very committed and engaged Board of Trustees who come together using their collective expertise, experience and knowledge. Trustees have robust and transparent governance arrangements including ensuring that the Board is wholly independent of the gambling industry. The expertise and independence of Trustees is key to our role in the commissioning of national prevention, education, treatment and support services and our governance processes ensure that the industry has no influence over any commissioning decisions. The Board of Trustees is as follows:

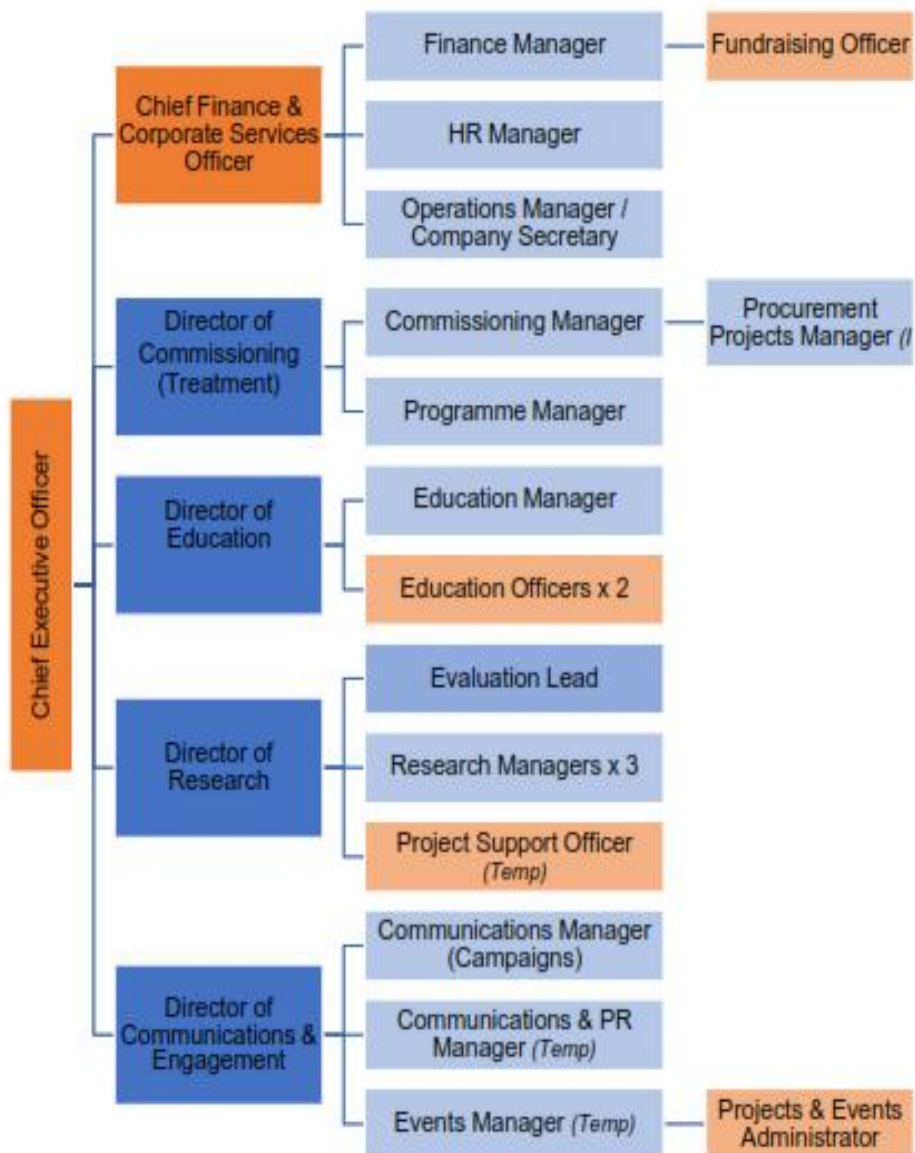
- Kate Lampard CBE – Chair of GambleAware and lead non-executive director on the Department of Health & Social Care Board and Trustee of the Esmée Fairbairn Foundation
- Saffron Cordery – Director of Policy and Strategy and Deputy Chief Executive, NHS Providers
- Professor Siân Griffiths OBE – Deputy Chair of GambleAware and Chair of the Global Health Committee & Associate Non-Executive member of the Board of Public Health England (PHE)
- Michelle Highman – Chief Executive, The Money Charity
- Professor Anthony Kessel – Clinical Director at NHS England and NHS Improvement; Honorary Professor & Co-ordinator of the International Programme for Ethics, Public Health & Human Rights at the London School of Hygiene & Tropical Medicine
- Rachel Pearce – Regional Director Commissioning at NHS England South West
- Paul Simpson – Chief Finance Officer/Deputy Chief Executive, Surrey & Sussex Healthcare NHS Trust
- Professor Marcantonio Spada – Professor of Addictive Behaviours and Mental Health at London South Bank University

Links

- [Charity Commission Annual Report 2017/18](#)
- [Strategy 2016-2021](#)
- [Bet Regret Campaign](#)
- [Safer Gambling Campaign](#)
- [National Gambling Treatment Service Campaign](#)



Organisation chart



Job description

Role title:	Chief Executive Officer
Accountable to:	Board of Trustees
Accountable for:	Senior Management Team
Location:	London-based

Role purpose

The primary purposes are to deliver the objects of the charity and to provide advice, support and guidance to the Board of Trustees to ensure that it is compliant with its legal duties and always acts in the best interests of the charity. In turn, this requires leadership of the staff team to establish strategic direction, to motivate and align individual performances, and ensure the organisation is fit for purpose.

Key responsibilities

- Accountable to the Board of Trustees for ensuring the highest possible standards across the organisation in terms of financial control, integrity and compliance with all legal requirements
- Accountable to the Board of Trustees for the delivery of agreed strategic, business and other plans
- Accountable to the Board of Trustees for fundraising and ensuring that all expenditure is appropriately planned, authorised, monitored and evaluated
- Ensure the relationship between CEO and Chair of Trustees is effective and secured on a foundation of mutual trust, respect and understanding
- Ensure positive and effective relations exist between Trustees and the staff team
- Ensure positive and effective relations with key stakeholders including government departments and regulatory authorities
- Undertake 'ambassadorial' tasks as necessary, in consultation with the Chair of Trustees
- Provide leadership, support and decision-making authority to the SMT and the full staff team
- Ensure the development, for consideration by trustees, of sound strategic, and other plans to best enable the charity to meet the needs of its beneficiaries
- Performance manage and hold the SMT to account for their part in the delivery of the Charity's agreed strategic, business and delivery plans
- Ensure the 'bigger picture' is understood across the organisation
- Model appropriate behaviours and values consistent with the charity's objects and ensure that these behaviours and values inform the work of the charity and its staff

General responsibilities

- Undertake any other tasks as reasonably directed by the Board of Trustees
- Adhere to GambleAware policies and procedures
- Demonstrate a commitment to diversity, inclusivity and equal opportunity in working with colleagues and stakeholders with a wide range of perspectives and experiences
- Be a good team worker, demonstrating loyalty and commitment to the organisation and team members



Person specification

Essential

Desirable

Knowledge & experience

- CEO or senior management role
- Experience of overseeing all aspects of financial control, risk management and corporate governance
- Experience of leading change and a strategy for growth
- Knowledge of government and policy-making environment including effective public and stakeholder consultation
- Direct experience of commissioning research, prevention and/or treatment activity

- Experience of working in an organisation focused on the delivery of social and public benefit
- Experience of working in or with government and policymaking in a health or social care related environment
- Experience of managing in an uncertain political environment with wide range of diverse stakeholders
- Experience of addressing reputational management issues in the context of brand management
- Experience of delivering public health campaigns
- Knowledge of the British gambling industry and the regulatory and legislative environment
- Experience of managing and evaluating the impact of a grant-funding programme in excess of £30m

Skills and abilities

- Excellent interpersonal and relationship management skills with an ability to communicate concisely and persuasively across all sectors and audiences, up to and including Ministerial level
- Innovative and creative strategic thinker and planner able to seize opportunities presented by a changing political, regulatory and operating environment
- Experience of leading change and a strategy for growth
- A consultative and decisive decision maker
- Proficient in media relations and public speaking
- A team player with the ability to lead, inspire, motivate and build trust between a diverse team of staff and experts

- Proficient coach – helping senior colleagues to improve their performance and effectiveness

Qualifications

- Educated to degree level or professional equivalent

Has a Postgraduate qualification in an area of study that is associated with the charitable objects;

General

- Committed to continuous professional development
- Committed to charitable objects and core values
- Personally resilient, and self-directing

- Has a good understanding of Charity Commission guidance in relation to managing a charity;
- This role may involve travel and occasional overnight stays



How to Apply

Key Dates

Closing date for applications is **Monday, 9th November 2020**.

Successful candidates will be invited to attend preliminary interviews with Odgers Berndtson by mid-November

The **final interview** process with GambleAware will take place **end of November & beginning of December**.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter (up to two pages) which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at:

www.odgers.com/80918

If you are unable to apply online, please email:

80918@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist GambleAware in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

[Julia Oliver](#) or [Carmel Gibbons](#) on 020 7529 1079.

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact evie.day@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.



