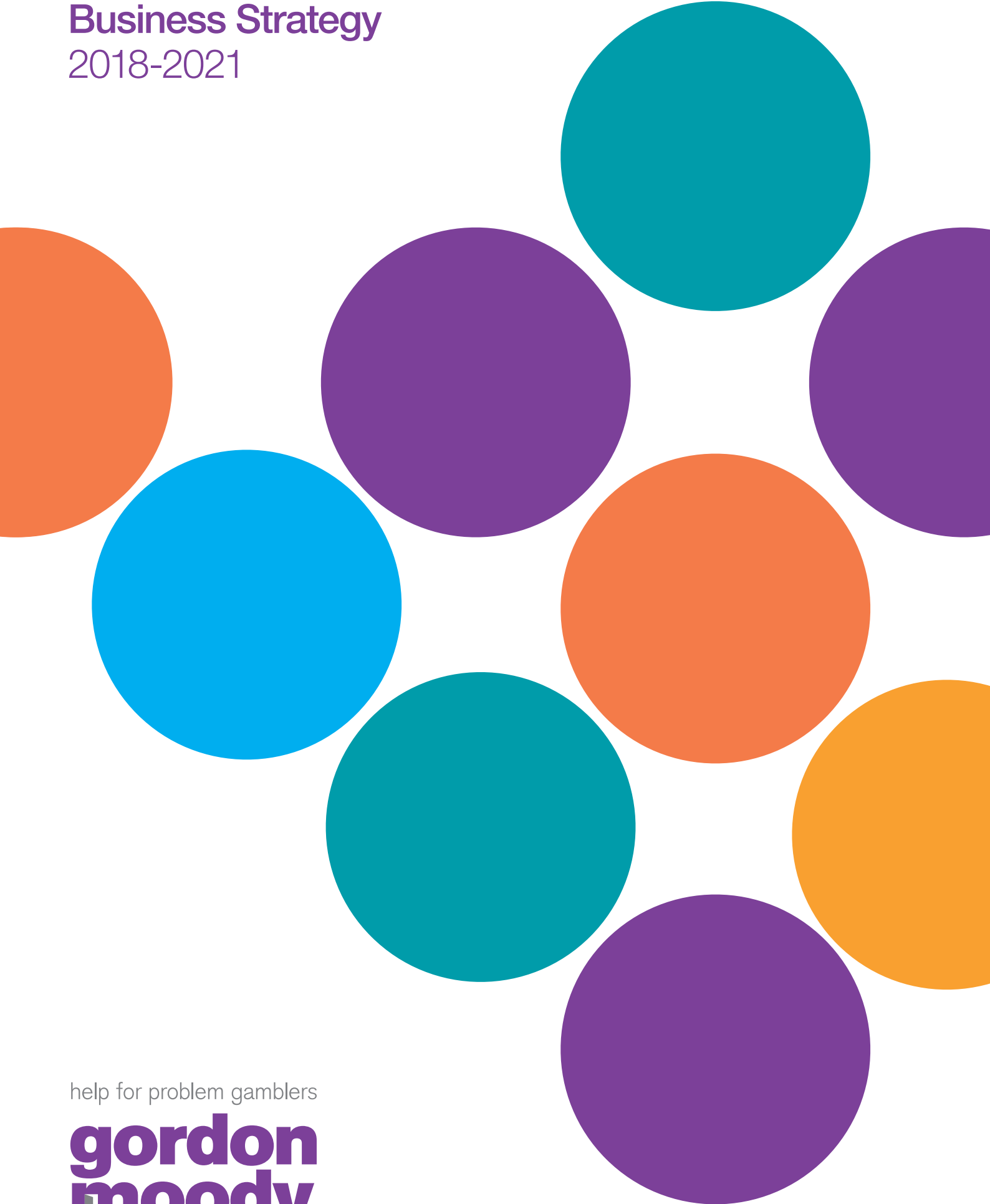


Business Strategy 2018-2021



help for problem gamblers

**gordon
moody**
association

A person is seen from behind, holding a large bunch of colorful balloons (red, pink, yellow, green) against a bright, clear sky. They are standing in a field of tall grass, with their arms raised. The overall mood is joyful and optimistic.

Our Purpose

To provide high quality, innovative therapeutic support to those affected by problem gambling including raising awareness of the issues of gambling related harm.

Values

Underpinning our purpose, we have developed a core set of values which are integral to how we deliver our services.

1.

NON-JUDGEMENTAL

ensuring that we listen to people, respect them and value their beliefs

2.

EMPOWERMENT

equipping our service users with the knowledge, skills and abilities to improve and enhance their lives

Our Current Models of Delivery

The Gordon Moody Association (GMA) continues to develop and expand its core residential treatment programme and has recently introduced a new service. GMA now offer 5 models of treatment with the Mixed Model of Care being the latest innovation.

1. **Residential treatment centres** – two unique centres with 18 bedspaces providing an intensive residential treatment programme for pathological gamblers
2. **Relapse Prevention Housing** – 13 bedspaces for those who have completed our residential treatment programme but who are not ready for full independence
3. **Outreach Support** – provided at both of our centre locations for those who have moved on from treatment but may require some further support to maintain their recovery also providing support for their family members
4. **Mixed Model of Care (MMOC)** – a mixed model offering a brief retreat programme and counselling providing 3 programmes per year for up to 36 women and 1 programme per year for up to 12 men
5. **Gambling Therapy** – on-line support with a one to one 'chat' facility and group support sessions. This is an international service and is supported with the use of interpreters. GT also has a Gambling Therapy App developed alongside the service

The GMA Residential Centres, Relapse prevention programme and MMOC services are on 3-year funding contracts from April 2017 to 2021.

3.

PASSION

being dynamic,
committed,
enthusiastic and
caring

4.

HONESTY

being open and
transparent

5.

OPEN TO CHANGE

evolving our approach,
being forward thinking
and open to innovative
new ideas

Our Current Operating Environment

The Gambling Commission

Focus on preventing gambling being a source of crime; ensure gambling is conducted in an open and fair way; protect children/vulnerable people being harmed or exploited by gambling; regulate national lottery. It is estimated that 65% of adults aged 16+ in Great Britain participate in some form of gambling at least once a year.

Below are the latest statistics relating to problem gamblers and at-risk gamblers. This is an extract from a NATCENs (analysis, as published on the Gambling Commission Website).

- Number of problem gamblers in the population, the number of adult problem gamblers in Great Britain was approximately 370,000 according to the DSM-IV, 300,000 according to the Problem Gambling Severity Index (PGSI) and approximately 430,000 according to either screen. This equates to somewhere between 250,000 and 480,000 adults according to the DSM-IV, between 180,000 and 420,000 adults according to the PGSI, and between 300,000 and 560,000 adults according to either screen.
- Number of at-risk gamblers in the population According to the PGSI screen, the number of low-risk gamblers in Great Britain was approximately 1,430,000 and the number of moderate-risk gamblers was 555,000 Therefore there are somewhere between 1,220,000 and 1,640,000 low-risk gamblers and between 420,000 and 680,000 moderate-risk gamblers, according to the PGSI screen.

Responsible Gambling Strategy Board (RGSB)

Introduced a new 3-year strategy, National Responsible Gambling Strategy 2016-2019. The strategy covers all forms of gambling and sets the agenda for a wide range of organisations – gambling operators, regulators, commissioning organisations, government, trade bodies, treatment providers and several other public agencies.

The 5 key priorities of the Strategy are shown in the circle below.

The Gordon Moody Association are represented at the RGSB Advisory Group. Progress against the 5 priority objectives for the RGSB, and the more specific 12 priority actions, has been slow.

The 5 key priorities of the Strategy are:

1. To develop more effective harm minimisation interventions, through further experimentation and piloting of different approaches
2. To improve treatment through better use of knowledge, data and evaluation
3. To build a culture where new initiatives are routinely evaluated, and findings put into practice
4. To encourage a wider range of organisations in the public and private sector to accept their responsibility to tackle gambling related harm
5. To progress towards a better understanding of gambling related-harm and its measurement

GambleAware

Has a 5-year strategy 2016-2021 which was published in November 2016. Their core strategic aim is to help minimise the level of gambling related harm in Great Britain by funding effective harm minimisation strategies and to help those that do develop problems get the support and help that they need quickly and effectively. Funding Priorities are guided by the National Responsible Gambling Strategy 2016-2019 (as referenced above) and are endorsed by the Gambling Commission. Therefore, their key areas of focus are summarised below:

1. **Treatment Services** – GambleAware will commission a range of cost-effective, evidence-based treatment and support for those experiencing gambling-related harm, ensuring that appropriate provision matches demand while continuously evaluating its overall and relative effectiveness
2. **Harm Minimisation and Education** – they will endeavour to minimise gambling related-harm through a targeted education and awareness programme and undertake and evaluate initiatives to minimise gambling related harm



Public Health England (PHE)

Discussions around whether gambling related harm is a public health issue, and if this should in fact be something that Public Health England (PHE) should be responsible for, have increased. PHE have appointed a lead with responsibility on gambling addiction and we have developed a good working relationship with them. The cross over with mental health issues within those affected by gambling related harm has been recognised.

3. **Research and Evaluation** – they will deliver an independently commissioned world-class research and evaluation programme that explores the nature of gambling and gambling related harm, with the aim of preventing people from experiencing such harm and helping those who do experience difficulties to address them effectively
4. **Fundraising** – Gamble Aware will endeavour to establish a sustainable financial model in which income and expenditure are equally balanced at a level of at least £10million per annum. They will fundraise primarily from all organisations that derive

an income from commercial gambling in GB and seek to extend their fundraising effort to include collaborations with other not-for-profit organisations that meet their charitable objects

5. **Governance & Management** – they will ensure that the Board or Trustees is well regarded and demonstrably independent ensuring a diverse board who are committed and transparent and open in the way that the charity operates

Over the last 3 years

The Gordon Moody Association is proud of its numerous achievements over the last three years, listed below are some of those:

- Improvements in the quality of the housing provision in terms of environment and better utilisation of space
- Production of annual residential impact reports over the past five years showing trends over that time
- Secured 3-year funding contract with Gamble Aware for core treatment services
- Raising the profile of GMA across the sector
- Design and delivery of the new Mixed Model of Care (MMOC) programme
- Reviewed all operational policies
- Improvements to application and assessment process for residential treatment
- New telephone system, broadband and internal communication processes
- Increased use of Gambling Therapy in different languages
- Gambling Therapy App launched
- Volunteer handbook produced
- Improved IT access for all staff and update of website
- Raising our understanding of the changes to Welfare Reform and the impact of Universal Credit

Further information on our achievements can be found in our Annual Impact Reports on our website. www.gordonmoody.org.uk/sites/default/files/GMA%20Our%20Annual%20Impact%20Report%202016-17.pdf

FURTHER INFORMATION

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Priorities for Business Strategy 2018-2021

GMA have identified 4 core strategic aims for the next 3-year strategy. These 4 strategic aims will inform our annual business plan and each point will be supported by clear organisational objectives. The Board of Trustees will oversee the production, review and update of the annual plan.

1. INNOVATION

Developing inspiring and unique approaches to support those who need it in their recovery from gambling related harm

- Innovate by developing new models of delivery
- Increase our capacity to meet any recognised unmet need
- Developing partnerships with other providers to create pathways to reach those in need
- Explore new ways of enhancing our services to ensure that recovery is sustainable
- Introduce new pilot models and carry out research and review to evidence the impact and outcomes

2. EXPERTISE

Raising our profile as the charity who are the experts in supporting those with gambling related harm in their recovery

- Further develop our teams by carrying out a review of staff qualifications to ensure that we have a clear approach to ensure that we have the best qualified staff
- Continue to further raise our external profile by engagement at events and seminars whilst ensuring better use of social media
- Continue to work in partnership with others to meet the needs of those who are at risk of or are affected by gambling related harm
- Investigate options for the consideration of a potential rebrand based on the last 45 years of the charity
- Ensure that we fully prepare for any re-tendering process with Gamble Aware

3. SERVICE DELIVERY

Providing unique, quality, safe and effective evidence-based models of care for problem gamblers

- Ensure we have a clear approach to succession planning to ensure consistency of service delivery
- Use our data to evidence the outcomes that are achieved
- Continue to be involved in Research projects to enable us to evidence the benefits of our service models
- Developing effective marketing and PR opportunities to demonstrate the effectiveness and impact of our services
- Develop and implement a meaningful approach to effective and meaningful Service User Involvement
- Improve our marketing of our residential centres as full pathways to recovery spanning treatment, relapse prevention and support

4. EFFECTIVE GOVERNANCE

Trustees ensuring the quality services, reputational relationships and financial processes deliver the purpose of GMA

- Ensuring continued Financial stability
- Ensure continued compliance with Charity Commission regulations
- Review and enhance our approach to Trustee selection, induction and development
- Upskill managers in financial management
- Work towards full GDPR compliance
- Develop our evidence of providing Value for Money (VFM)
- Increase and diversify our income to balance our reliance on any one funding source
- Maintain a clear approach to reviewing and updating our Corporate Risk register



Measuring Delivery of the Strategy

We will ensure that we evidence that we have achieved what we set out to achieve in this 3-year strategy. We will develop a clear and structured process for review and to monitor progress. Business plans will be developed for each financial year with key objectives to be met under each of the 4 strategic aims: Service delivery; Expertise; Governance and Innovation. A set of KPIs' will be used to measure that success in the areas as show below. The business plan will be reviewed quarterly by the Board of Trustees.

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