

GamCare Strategy 2018/21



Background

GamCare has been the leading national provider of information, advice, support and free counselling for the prevention and treatment of problem gambling across Great Britain since 1997. Our expert services are confidential and non-judgemental.

We operate the National Gambling HelpLine (Freephone) and NetLine (web chat) service for problem gamblers as well as affected others, plus moderated online Forums and Chatrooms. We also provide free face-to-face or online treatment for individuals and groups to help problem gamblers and affected others.

We provide treatment directly across London, as well as acting as the Lead Provider for a network of 14 treatment agencies across England, Scotland and Wales, whom we train to deliver this specialist service. GamCare's core service provision is currently funded through grant agreements with GambleAware.

We also work with the gambling industry to provide training and Certification, aiming to ensure that operators who provide products in the UK understand more about problem gambling, social responsibility and appropriate customer interaction to minimise gambling related harm.

We work to ensure players are protected and that employees know more about problem gambling so that they can support their customers.

Our flagship education and awareness initiatives include work with young people and the frontline professionals supporting them, as well as police, prisons and probation services across the UK.

Strategy Development

This document comprises GamCare's organisational strategy for the three years to 2021. It is the culmination of a number of key information-gathering steps, including analysis of our internal and external environments, a number of meetings with key stakeholder groups, feedback from our beneficiaries and employees.

The strategy will be reviewed and reported on annually.

Our Mission and Values

Our Mission

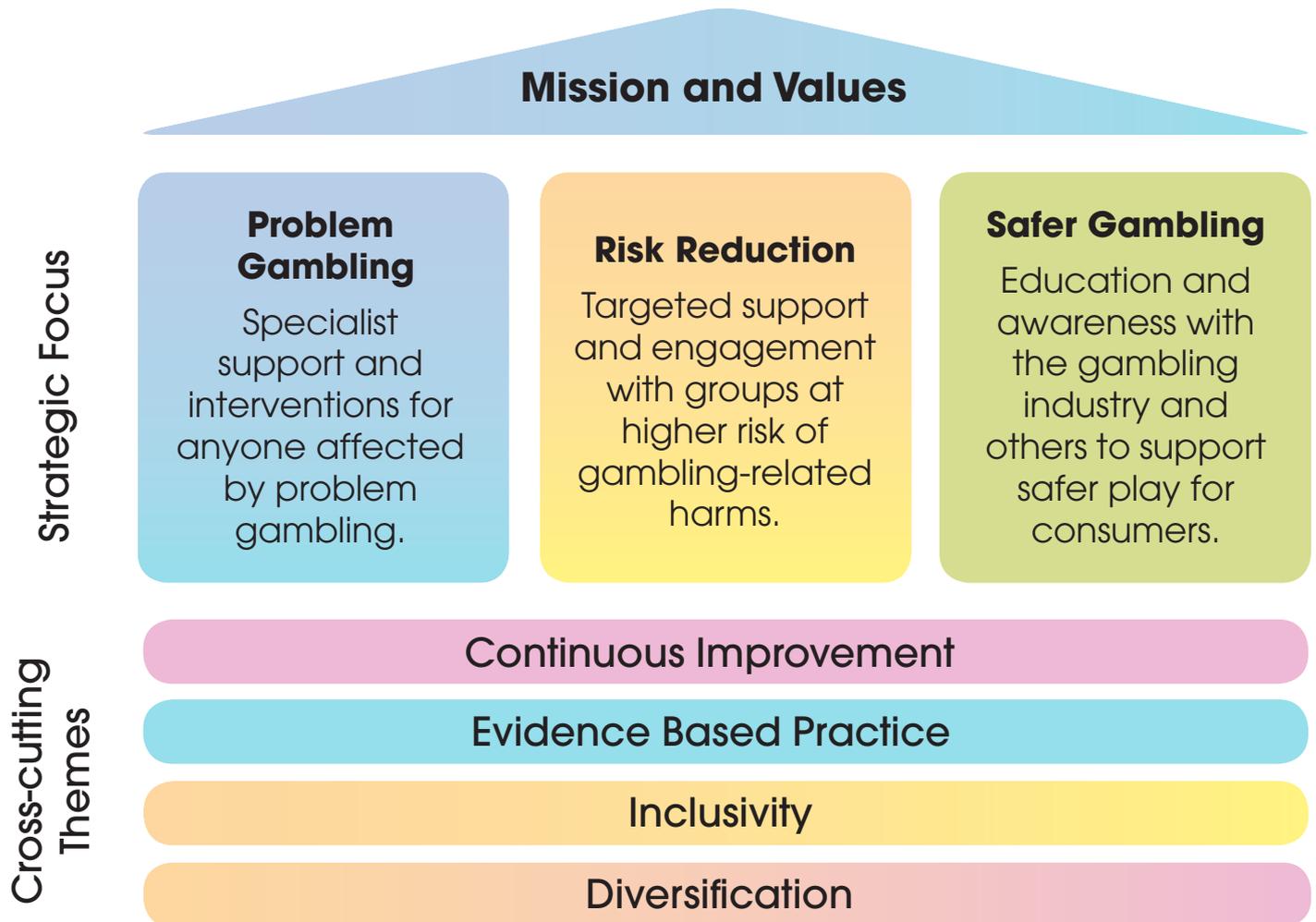
To support those affected by problem gambling through advice and treatment, and to minimise gambling-related harm through education, prevention and communication.

Our Values

-  **Client and customer focus**
Placing our beneficiaries at the heart of our organisation.
-  **Service quality**
Delivering the best service we can for every caller, client and customer, every time.
-  **Learning and Development**
Supporting our employees to develop their diverse skills and knowledge.
-  **Partnership working**
Working collaboratively with a range of stakeholders to benefit our service users and colleagues.
-  **Knowledge sharing**
Sharing our wealth of clinical and industry knowledge to cement our reputation as a trusted treatment provider.
-  **Innovation**
Continually challenging our approach to ensure our service is robust, sustainable and the best it can be.

Our Strategic Focus

The following diagram depicts how our strategic focus aligns to our areas of work, along with the themes which form the foundations of our operations.



Continuous Improvement

- » We will develop a comprehensive quality assurance framework to support our continuous learning process, and to ensure our services are efficient and deliver the best value and quality outcomes for our beneficiaries.
- » We will develop a culture rooted in learning, and will invest in the learning and development of our employees and volunteers to ensure the highest quality in our service delivery.

Evidence Based Practice

- » We will evaluate the impact of our work annually, and use measures to determine both quality and outcomes across our work.
- » We will participate in research activities, collaborating with other stakeholders across the sector to enhance understanding of our beneficiaries and their needs.
- » We commit to using the best evidence to in all our work, regularly reviewing and adjusting our products, programmes and services accordingly.

Inclusivity

- » We will put beneficiaries at the heart of our organisation, giving respect and dignity, and ensuring openness and transparency.
- » We will systematically gather and listen to feedback from our beneficiaries through a variety of channels, to ensure that learning is captured and can drive innovation across the organisation and the wider sector.

Diversification

- » Will will establish a diverse range of supporters and funders to ensure the sustainability of our organisation.
- » We commit to improving access to support services for groups at higher risk of gambling-related harms by seeking funding for specialist projects.

Problem Gambling

In the last three years we have:

- » Supported more than 80,000 people via the National Gambling HelpLine and NetLine.
- » Delivered counselling interventions to more than 20,000 people across our national network of partner agencies.
- » Supported more than 5,000,000 users through our online services, including offering more than 1,250 chatroom hours.

In the next three years we will:

- » Embed our new stepped Model of Care Framework, as the Lead Provider for a national network of agencies providing problem gambling support and treatment services, offering a range of tailored interventions to anyone affected by problem gambling. This includes delivering targeted interventions earlier, to a greater number of people. We will increase access to our HelpLine and Treatment services across Great Britain.
- » Support affected others to be part of a recovery network for problem gamblers, as well supporting them in their own right.
- » Develop a self-help hub of resources for people affected by problem gambling, and will support the development of opportunities for mutual aid across our network.
- » Diversify our offer of information, advice and support, delivering a more holistic service that fully reflects the range of impacts experienced by our beneficiaries.
- » Continue to measure the effectiveness, outcomes and impacts of our work, publishing this information annually.
- » Expand the channels through which we gather feedback from our beneficiaries, including by introducing an annual survey for our unique group of experts by experience.

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- » Ensure our clients receive timely follow-up and aftercare post-treatment, as well as encouraging more involvement with GamCare through case studies, training and volunteer development.

By the end of March 2021:

- » We will have tripled the number of callers to the National Gambling HelpLine and NetLine, in line with our commissioner's targets.
- » We will have tripled the number of clients receiving interventions across our network, in line with our commissioner's targets.
- » 70% clients will have successfully completed treatment plans each year.
- » 2,000 users will download GamCare self-help resources.
- » 5% GamCare beneficiaries will complete our annual survey each year.

Risk Reduction

In the last three years we have:

- » Delivered our Identification and Brief Advice course to more than 1,000 people across a variety of frontline services.
- » Reached more than 2,000 young people through our Youth Outreach Programme.
- » Piloted screening across three custody suites in Cheshire, with 13% of arrestees referred into treatment.
- » Promoted an online Self Assessment Tool, receiving more than 20,000 hits each year.

In the next three years we will:

- » Strategically target groups of individuals who are recognised as being at increased risk of developing problems with their gambling, plus the professionals working to support these groups, through specialist programmes of outreach, education and screening.

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- » Build our understanding of at-risk groups and identify the barriers to accessing support and develop interventions to mitigate these.
 - » Identify priority groups annually based on emerging evidence and the resources available to us.
 - » Further develop our successful work with young people and within the criminal justice system, expanding to new areas, as well as offering targeted advice and support.

By the end of March 2021:

- » 5,000 professionals will have received Identification and Brief Advice training, including youth professionals across the Great Britain.
- » 6,000 young people will have participated in our Youth Outreach Programme.
- » We will have expanded our Youth Outreach Programme into three new regions.
- » We will have expanded our work with the criminal justice system into three new regions.
- » 5% more users will have completed our online Self Assessment Tool.

Safer Gambling

In the last three years we have:

- » Certified 35 gambling operators.
- » Trained 44 operators in Social Responsibility and Interaction.
- » Trained 2,000 attendees in Social Responsibility and Interaction.

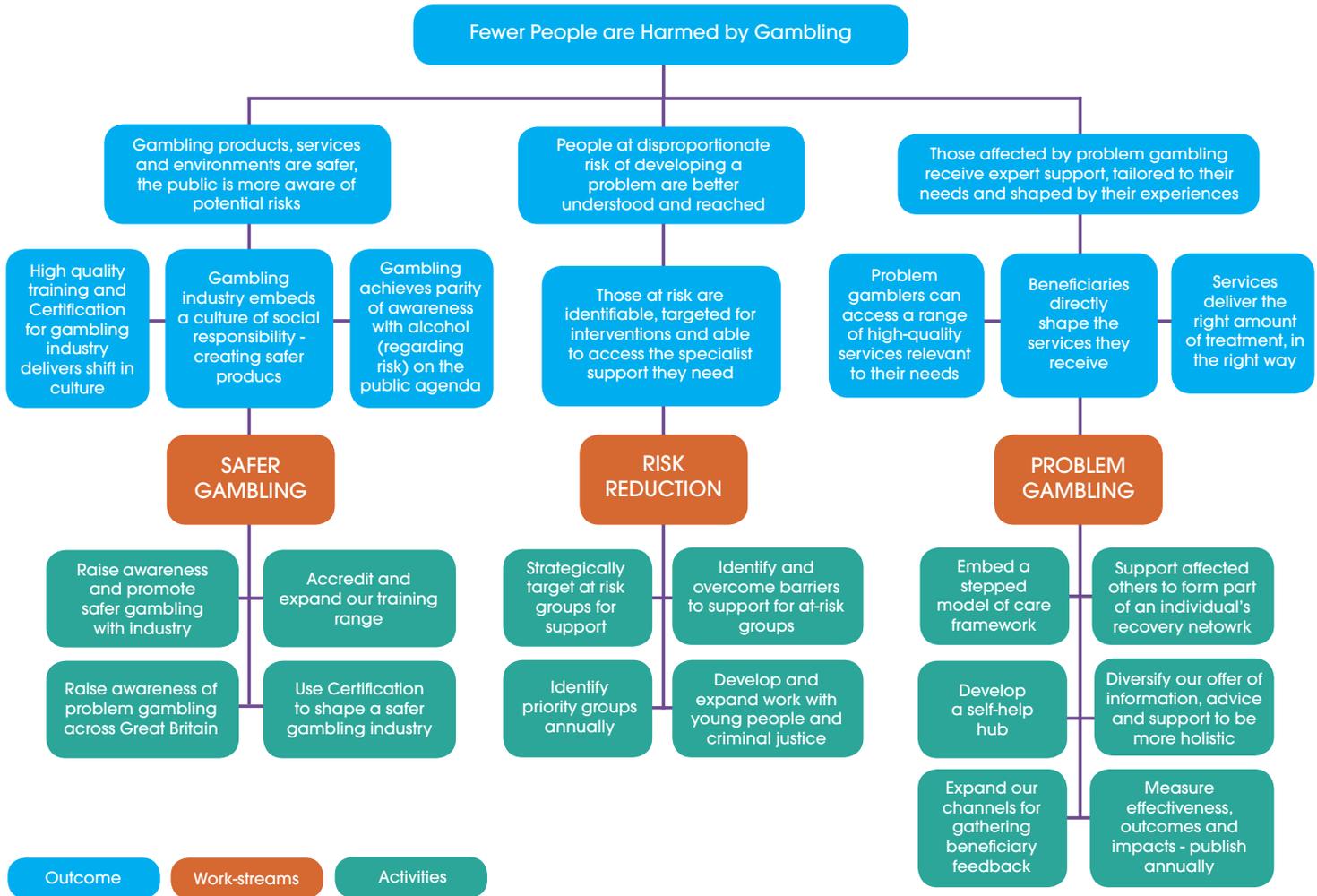
In the next three years we will:

- » Seek to raise awareness of and promote safer gambling with stakeholders, through a broad range of media and services.
- » Work with the gambling industry to promote safer gambling measures and via training, consultancy and other services.
- » Ensure that GamCare Certification is a mechanism to challenge the gambling industry to deliver robust safer gambling measures, driving innovation in this field.
- » Participate in national campaigns to raise awareness of safer gambling across the population of Great Britain.

By the end of March 2021:

- » 40 gambling operators will be in receipt of current GamCare Certification.
- » 100 gambling operators will receive social responsibility and interaction training.
- » 4,000 attendees will have received Social Responsibility and Interaction training.

The Theory of Change which underpins our strategy is detailed here:



Linda's Story

Linda, 57 from South West England, received GamCare face to face counselling and telephone support.

Linda says: "I started gambling in my 30s, when I went to see greyhound racing. Then I took a trip to a casino and played roulette. Before I knew it, I was preoccupied with gambling, and I thought nothing of losing £1,000 a night. When my husband told me we needed to relocate because of his work, I found myself without any funds to pay back the loans I had taken out. I had to tell my husband about my financial situation and enter into an IVA. My husband took out a loan to pay towards this, and I resolved I would never put us in that situation again."

Linda went for three years without taking part in any gambling. She says: "I think my biggest mistake was thinking I could beat my compulsion by myself. Eventually, I started going to bingo, which wasn't so bad at first, but one day, I realised I wasn't visiting every day to play bingo, but to play on fruit machines. Sometimes I would play multiple machines at a time – I was completely hooked."

Linda took out more loans in order to carry on paying, but when things came to a head she had to tell her husband what had happened. She says: **"I couldn't face telling him in person, I wrote him a letter. I was so low, I was at the point of taking my own life. It was at this point, after separating from my husband, that I contacted GamCare for help."**

Linda received face to face counselling from her local GamCare provider, before being referred to the National Problem Gambling Clinic in London for further support.

She says: "Talking everything through with the GamCare practitioner helped me understand so much. My husband attended some of these sessions with me, so he could understand how to help me. We have now reconciled and he has control of our finances. His love and support is invaluable to me. I'm in a far better place now, emerging from the depths of depression, and it feels wonderful to live a life without any more secrets.

I wouldn't be here today if it wasn't for GamCare – I urge anyone gambling compulsively to reach out for the help they need, before you reach a crisis point. GamCare provide excellent support for gamblers and their families, without passing any judgement."



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