

GambleAware

DATE OF ORIGINAL: 17 December 2018

REVISED: 7 February 2019

RESEARCH PROJECT: Evaluation of GambleAware funded Treatment System

INVITATION TO TENDER (“ITT”)

INTRODUCTION

The Gambling Commission, the Responsible Gambling Strategy Board (RGSB) and GambleAware have prioritised the independent evaluation of treatment and support services for those with gambling-related difficulties. The focus of the evaluation will be the commissioning and provision of services supported by GambleAware.

This evaluation contributes to priority action 9 in the [National Responsible Gambling Strategy](#) to build the quality and capacity of treatment for people experiencing harm from their gambling, and will contribute to research theme 6 in the new [Gambling Commission Research Programme 2018-22](#). It also delivers on GambleAware’s [Strategic Delivery Plan 2018-2020](#). The evaluation piece of work is linked to two other projects on treatment and support: a systematic review of international evidence on treatment and support for gambling problems and a needs assessment and delivery gap analysis for treatment services. The briefs for these two pieces of work can be found [here](#).

The Gambling Commission, together with the Responsible Gambling Strategy Board (RGSB) have developed a brief that can be found [here](#). This brief sets out the policy context, the overall objectives of the evaluation, how the design and development of the evaluation framework and methodology must be done in full consultation with and participation from key stakeholders, and some of the research and evaluation questions that may be addressed.

GambleAware is responsible for commissioning the evaluation. The first phase will be to develop a comprehensive evaluation framework and methodology in consultation with a diverse range of stakeholders. The second phase will be to deliver the evaluation against this framework.

GambleAware is looking for an evaluation partner to develop this evaluation framework and methodology with a view to delivering the evaluation against it.

To that end, GambleAware would like to invite a suitably qualified team of independent evaluators to submit a proposal that:

1. Demonstrates their capacity to manage a complex multi-stakeholder consultation process to develop a comprehensive evaluation framework and methodology; and
2. Demonstrates their ability to deliver what is expected to be a multi-component, multi-method evaluation, up to £600,000, against this framework.

This invitation to tender document includes:

- A. **An overview of research governance procedures**
- B. **Overview of GambleAware-funded treatment services**
- C. **Summary of the evaluation:** This includes the goals and objectives of the evaluation, what the outcomes of the evaluation will be used for, indicative timeframes, and indicative budget
- D. **The tender process:** This includes the eligibility criteria, skills and experience required, requirements for responses, deadline for proposals, and the bid review and evaluation process
- E. **Implementation arrangements:** This includes contractual arrangements and oversight and management
- F. **Other key considerations**

(A) AN OVERVIEW OF RESEARCH AND COMMISSIONING GOVERNANCE PROCEDURES

Robust research governance arrangements ensure the independence of GambleAware's research programme. Research is conducted under the terms of a Research Commissioning and Governance Procedure [insert link] that was formed in 2016 and revised in September 2018 between the Gambling Commission, the Responsible Gambling Strategy Board, and GambleAware.

[The National Responsible Gambling Strategy](#) (2016-2020) sets the direction for gambling-related research, education and treatment in Great Britain. The procedures involve three main partners:¹

- The **Gambling Commission**² is the industry regulator with responsibility for ensuring that gambling in Great Britain is conducted fairly and safely. From April 2019, the Gambling Commission will take lead responsibility for the National Responsible Gambling Strategy. As a result, it will also take responsibility for the Research Programme underpinning the Strategy.³ The Gambling Commission also writes the Research Briefs required to commission each project or theme contained within the Research Programme.
- The **Responsible Gambling Strategy Board (RGSB)**⁴ is the Gambling Commission's expert advisory board. It is responsible for advising on the

¹ A [Statement of Intent](#) sets out how these three partners should work together. The approach set out in this procedure explains in more detail how this work in practice in relation to research commissioning and governance.

² [Gambling Commission website](#) – including information on composition of Board of Commissioners

³ [Research Programme 2017-19](#), Responsible Gambling Strategy Board, May 2017. NB: The current version of the Research Programme was published by RGSB

⁴ [Responsible Gambling Strategy Board website](#) – including information on Board Members

contents of the Research Programme underpinning the National Strategy, and for advising on the development of Project Briefs.

- **GambleAware**⁵ is an independent charity whose charitable objectives are the advancement of education about gambling-related harm and the relief of those in need or at risk as a result of gambling. GambleAware commissions research to take forward these objectives in line with the priorities set out in the Research Programme. GambleAware has delegated responsibility for oversight of its research commissioning responsibilities to its Research Committee (a sub-group of its Trustees). No-one with a background in the gambling industry is or can be a member of GambleAware's Research Committee or Board of Trustees.

The system for funding gambling-related research, education and treatment (RET) is set by government. Because GambleAware's funding relies on voluntary donations from industry, this procedure has been put in place to ensure that the research agenda, and specific questions to be answered by that research, are not set, or in any way influenced, by the gambling industry.

(B) OVERVIEW OF GAMBLEAWARE-FUNDED TREATMENT SERVICES

The majority of treatment services for those affected by gambling-related harm in Britain is funded via GambleAware and currently consists of grant agreements with three main providers offering psychosocial interventions ranging from brief information and advice, through counselling and Cognitive Behavioural Therapy (CBT), psychiatric care and residential treatment:

- The largest of the funded providers is **GamCare**, which operates the National Gambling Helpline and a partner network of currently 15 treatment organisations across Great Britain providing counselling.
- The **Gordon Moody Association** offers 12-week residential care at centres in Dudley, West Midlands, and Beckenham, Kent.
- The **CNWL Problem Gambling Clinic**, based within the Addictions Service at Central North West London NHS Trust, offers CBT and psychiatric care and is also funded by GambleAware.

GambleAware is about to commence funding **Adfam** to support families and friends of those experiencing gambling-related issues.

GambleAware is in the process of establishing a new service, a partnership between Leeds and York Partnership NHS Foundation Trust and the GamCare network. Close integration of teams from the NHS and third sector organisations will provide a joined-up service, including for those whose case is severe or complex. This NHS Northern Gambling Clinic will extend its reach across the north of England via a hub-and-spoke model.

⁵ [GambleAware website](#) – information on trustees and management

GambleAware funds providers in order to provide a coherent national gambling treatment system, with services functioning together as a system so people get the right support for their needs, at the right place and at the right time.

(C) SUMMARY OF THE EVALUATION

Objectives of the evaluation

The overall objective is to evaluate the current GambleAware-funded treatment and support system.

Specific objectives

The specific objectives of the evaluation are to:

- Evaluate the quality, impact and cost-effectiveness of GambleAware funded treatment and support services.
- Assess how the different services function together as a coherent national system, so that people get the treatment that best fits their needs.
- Understand links to and from wider services important to promote access and address comorbidities with gambling-related harms (e.g., primary care, mental health, addictions, housing, debt advice).
- Evaluate GambleAware commissioning against good practice in commissioning of services and provide evidence-based recommendations for improvements in future.
- Provide evidence-based recommendations for strategic design and development of gambling treatment and support for relevant stakeholders.

Outputs of the evaluation

The outputs of the evaluation will be used to inform:

- Policy discussions and developments.
- Any future improvements to GambleAware-funded treatment services.
- The refinement of treatment interventions and strategies.
- Considerations of what a future integrated treatment service for gambling-related harms might look like in Great Britain.
- Considerations for future research and evaluation of treatment and support for those affected by gambling-difficulties.

Timeframes

The timeframe for developing a comprehensive evaluation framework and methodology is expected to be 6 months. This will allow sufficient time for meaningful participation from and consultation with relevant stakeholders. The framework must include the approach to obtaining independent ethical

approval, complying where necessary with approvals required for research in NHS or other healthcare settings.

The timeframe for the evaluation will be determined in this development phase but is expected to span across approximately 2-3 years. There will be distinct milestones and outputs throughout the evaluation, which will be set in the development phase and be detailed as appropriate in the framework.

Budget

The budget for the evaluation is expected to be up to £600,000, within which the budget for the development of the evaluation framework and methodology must not exceed £45,000.

The development of the evaluation framework and methodology; and the subsequent evaluation itself will be funded by way of a contract for services. VAT will be payable within the budget envelope for the study.

(D) TENDER PROCESS

General

GambleAware project partners should not be contacted at during the development of the proposal for this tender. As per the project brief, they will be important stakeholders who will be consulted as part of the development of the evaluation framework and methodology.

The information contained in this ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but GambleAware does not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of GambleAware or to any other liability which cannot be excluded at law.

GambleAware reserves the right to waive or change the requirements of this ITT from time to time without prior (or any) notice being given by GambleAware; to withdraw this ITT at any time, or to re-invite applicants on the same or any alternative basis; and to make whatever changes it sees fit to the timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.

Eligibility

We welcome applications from qualified teams from all locations.

Skills and experience required

Skills and experience required would include, but not be limited to:

- Proven experience facilitating complex consultations with a wide and diverse range of stakeholders; and using a selection of methods for engagement
- Proven experience in delivering complex evaluations using a wide range of evaluation methods

- Excellent analytical ability and report writing skills, including providing solutions in the form of concrete and practical recommendations based on the evidence collected
- Excellent interpersonal and communication skills and ability to guide productive, solutions-focused discussion in a diplomatic way

The evaluation team should include professionals with skills and experience in:

- Treatment/service commissioning
- Service development and design, delivery and quality assurance
- Clinical practice

Note: The team undertaking the evaluation will be required to report immediately to the Director of Research and The Director of Commissioning (Treatment) any concerns of safety of care, as part of the research ethics protocol.

Requirements for responses

GambleAware project partners should **not** be contacted independently at this proposal stage. There was a briefing day on 25 January 2019, which provided an opportunity for prospective applicants to meet representatives of the main treatment providers. The successful bidder will have further opportunity to consult treatment providers during the development of the evaluation framework and methodology.

Since the budget for the implementation of the evaluation will be defined as part of the development of the evaluation framework and methodology, you are asked to only submit a budget for the development of an evaluation framework that is not to exceed **£45,000** at this stage.

All documents and all correspondence relating to the Response must be written in plain, easy to understand English. Proposals must not be more than 5 pages.

The proposal documentation submitted should include and be presented in the following order:

- a. A declaration of whether or not there are any conflicts or potential conflicts of interests and how these will be managed. GambleAware reserves the right to refuse any application based on such conflicts and/or non-disclosure of conflicts or potential conflicts of interest
- b. A clear description of how you would approach the development of the evaluation framework and methodology.
- c. An overview of all team members for the development of the framework, their proposed roles and responsibilities and a brief biography (or CV) for each
- d. A clear plan for obtaining ethical clearance from an independent ethics review panel (to comply with relevant health and social care research ethics frameworks)
- e. A description of how you envisage the team working together; how often it will meet; how quality will be assured; how any conflicts and/ or differences in opinion within the team will be managed; and how complaints will be handled (internal or external)

- f. Concrete examples of previous comparable evaluations; and complex consultations involving multiple and diverse stakeholders that demonstrate the applicant(s) have the necessary skills and experience to carry out the development of the evaluation framework and its implementation.
- g. A description of different networks or teams you have access to that would be mobilised to deliver the evaluation
- h. Contact details for two referees
- i. A project plan for the development of the evaluation framework.
- j. A full description of indicative costs for the development of an evaluation framework and methodology as above, including number of days required for each task, day rates for different members of the research team and days per team member and other anticipated expenses

Deadline for proposals

Proposals must be submitted by no later than 17.00hrs GMT on **8 March 2019** to the following e-mail address: research@gambleaware.org.

You may submit, by no later than 17.00hrs GMT on **1 March 2019** any queries that you have relating to this ITT. Please submit such queries by email to research@gambleaware.org.

There will be a briefing day on **25 January 2019**, which will provide an opportunity for prospective applicants to meet representatives of the main treatment providers. More details of this event will follow.

Any queries should clearly reference any appropriate section in the documentation. As far as is reasonably possible, GambleAware will respond to all reasonable requests for clarification of any aspect of this ITT if made before the above deadline. We will endeavor to do so within 5 days and we will produce and share a "Questions and Answers" document.

GambleAware reserves the right to extend any deadline. Any extension granted will apply to all applicants.

Bid review and evaluation process

On receipt of the proposals, a GambleAware selected bid review group will perform an evaluation of the proposals. The bid review group will be made up of a selection of domestic and international experts. Members of this group will not be permitted to submit a bid for either phase of the evaluation.

Taking into account recommendations from the bid review group, final decisions on the awarding of funds are made by GambleAware's Research and Evaluation Committee. Members of the Research and Evaluation Committee are not permitted to submit bids for any of GambleAware's commissioned research and evaluation work. Applicants may be required to attend a meeting to discuss any aspect of proposals (this may be in person or online/teleconference).

Bidders will receive feedback on their proposal, which will summarise the overall view of the panel regarding the proposals. However, quantitative scoring or ranking against criteria will not be provided.

GambleAware reserves the right to seek clarification or documents in respect of an applicant's Response; to disqualify any applicant that does not submit a compliant Response in accordance with the instructions in this ITT; to disqualify any applicant that is guilty of serious misrepresentation in relation to its Response; to disqualify any applicant who directly or indirectly canvasses any employee of GambleAware concerning the award; and to exclude any applicants from the tender process who have been found to be in breach of confidentiality or intellectual property rights and may pursue any remedy or take any other action for breach as it considers appropriate.

(E) IMPLEMENTATION ARRANGEMENTS

Contractual arrangements

By issuing this ITT, GambleAware is not bound in any way to enter into any contractual or other arrangement with you or any other party.

The successful applicant will be required to enter into a legally binding agreement with GambleAware. The successful applicant must carry out its own due diligence enquiries and rely only on its own enquiries and judgment in relation to this ITT, including the preparation of its Response. The contract will be awarded for both development and implementation of the evaluation, but in two phases, with a break clause before progression to implementation subject to successful performance and for negotiation of the detail of the second phase.

Neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment or representation on the part of GambleAware (or any other person) to enter into a contractual arrangement.

Oversight and management

GambleAware, working with the appointed research team, will set up a steering group that will oversee and provide quality assurance for the evaluation. The steering group will be administrated by the research team as part of the project plan.

(F) OTHER KEY CONSIDERATIONS

Reporting and expected outputs

Progress reports should be submitted at agreed intervals.

On completion, we expect the following to be submitted:

- 1) An agreed evaluation framework and methodology
- 2) Final report, detailing the delivery of the project, any challenges faced and lessons learned

Publication

The evaluation framework and methodology will not be published

Intellectual property

All intellectual property rights in this ITT and all materials provided by GambleAware or its professional advisors in connection with this ITT are and shall remain the property of GambleAware and/or its professional advisors.

Confidentiality

All information supplied to you by GambleAware, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers) unless the information is already in the public domain.

There must be no publicity by you regarding the project or the future award of any contract unless GambleAware has given express written consent to the relevant communication.

GambleAware may use the information included in an applicant's response only for the purposes connected to the ITT, save that GambleAware shall not be responsible to the applicant or any other party for any inadvertent or coincidental use of any ideas contained in the applicant's Response.

The successful applicant shall keep confidential all intellectual property and know-how, including confidential commercial and financial information, disclosed by GambleAware to the applicant during the course of the research project.

The successful applicant shall not disclose to third parties without the express prior written consent of GambleAware (such consent not to be unreasonably withheld) any information arising from the work performed as part of the evaluation project. The successful applicant shall discuss and obtain GambleAware's consent to its strategy for communication before it publicises any aspect of the evaluation, including the messages and materials for media, social media or public communication.

The successful applicant shall ensure that all proposed publications are submitted to GambleAware for comment and approval prior to publication (such approval not to be unreasonably withheld).

GambleAware may from time to time require that the successful applicant's employees and/or other person working on the evaluation project enter into a confidentiality agreement with GambleAware.

Applicants should also note that the receipt of any material marked 'confidential' or equivalent by GambleAware should not be taken to mean that GambleAware accepts any duty of confidence by virtue of that marking.

Freedom of information

GambleAware is not a public body but the Gambling Commission is a public body and subject to the provisions of the Freedom of Information Act 2000 ("FOIA") in respect of information it holds (including third-party information). Any member of the public or other interested party may make a request for information to the Gambling Commission, which if it concerns the research could request GambleAware to provide the information.

FOIA permits certain information to be withheld, for example where disclosure would be prejudicial to a party's commercial interests. Therefore, applicants are responsible for ensuring that any confidential or commercially sensitive information, the disclosure of which would be likely to diminish the applicant's competitive edge, has been clearly identified to GambleAware in writing.

Applicants should be aware that, even where they have indicated that information is commercially sensitive, the Gambling Commission may still be required to disclose it under the FOIA if a request is received.