



## Board performance pack

For Board approval	
For Board briefing	
For Board steer	
For Board information	

**Prepared by:**

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Publish in full	
Subject to minor redaction	
No publication	


















## Introduction

1. This Performance Pack provides an overview of the Balanced Business Scorecard (BBS) and includes information pertaining to our current casework, planned events, and communications.

### Balanced business scorecard

2. The BBS presented below consists of two dashboards, each of which offer perspectives of the business:
  - Organisational management (our employees, their wellbeing and their performance)
  - Operational delivery and efficiency (our licensing and compliance processes)
  - Stakeholder satisfaction (our reputation)
  - Strategic measures (our impact on our strategic objectives and outcomes-reported quarterly)
3. The first dashboard provides the quantitative performance indicators for each of the four perspectives. To assist with monitoring performance, each of the indicators is also allocated a RAG status.
4. The second dashboard on the BBS provides explanatory commentary for the quantitative performance indicators. The intention is that the BBS commentary will report by exception in future, although baselining information continues to be included here for your information.

## Balanced business scorecard summary and commentary

ORGANISATIONAL MANAGEMENT					Overall RAG rating 			
					This period	YTD	Target/b' mark	2015/16 Actual
Staffing	Voluntary turnover rate (rolling 12 months)	Quarterly	%		11.1		9.8	8.6
	Time to fill vacancies	Quarterly	Days		43		TBC	
	Longest outstanding vacancy (actively recruited)	Monthly	Days		258		45	
	Capacity utilisation rate (total hours available)	Monthly	%			88.8	TBC	TBC
Training	Allocated training spend per capita	Monthly	£			914	1,598	TBC
Employee wellbeing	Diversity ratio of employees (sex)	Quarterly	Ratio		0.9:1		1:1	0.8:1
	Diversity ratio of employees (ethnicity)	Quarterly	Ratio		1:5		1:5	1:5
	Employee survey engagement score	Annual	%		60		55.0	55.0
	Formal grievances	Monthly	#		1	2		3
	Disciplinaries	Monthly	#		0	1		3
	Dismissals	Monthly	#		0	0		0
	Employee survey score (those experiencing bullying & harassment)	Annual	%		13		10 <sup>U</sup>	16.0
	Sickness absence rate	Quarterly	%		3.3	3.6	3.6	3.8
Stress related sickness absence rate	Quarterly	%		0.7	0.8	0.7	1.0	
Performance	Employee PMR results (improvement needed)	Annual	%		1.4		TBC	2.9
	Employees with PIP (formal stage)	Annual	#		0.0		TBC	0

U This is the civil service average and acts as a benchmark only

## ORGANISATIONAL MANAGEMENT

Between October and December we had 14 leavers, of whom 10 were voluntary – of whom 2 who's FTC were due to leave, 1 whose FTC was ended early by ourselves, 1 retirement. The reasons for leaving were a combination of personal circumstances as well as roles with higher salaries. We as an organisation are working hard on retention and development opportunities and actively supportive to colleagues who may wish to return in the longer term. As a small organisation we cannot always offer individuals the hierarchical progression they may wish for. We are also undertaking and analysing exit interviews on an ongoing basis.

One RGSB person has now been appointed and RGSB are not under pressure to appoint to the second role and are being very considered in their approach to the second appointment which they will do in due course.

Regarding bullying and harassment, there was an expectation the score would increase following our dignity at work programme and this has now reduced from 16% to 13%. Our target remains 10% and we will continue to develop our culture and approach to further reduce this annual figure.

Capacity utilisation rate percentage has decreased due to the change to only requiring timesheets to be completed for project workstreams from the 1st Jan 17. This will also likely distort Q4's KPIs for reporting.

## OPERATIONAL DELIVERY AND EFFICIENCY

Overall  
RAG  
rating



					This period	YTD	Target/b' mark	2015/16 Actual
Customer centre	Enquiry response time (percentage on target)	Monthly	%	-V	80.4	76.3	95.0	N/A
	Contact centre customer satisfaction	Monthly	%	●	94.4	86.7	90.0	82.1
	Average contact centre contacts per day	Monthly	#	●	194.5	197.7		166.2
Licensing	OL application determined within 16 weeks	Monthly	%	●	70.6	66.1	80.0	69.0
	PL application determined within 8 weeks	Monthly	%		79.9	70.1	85.0	76.0
	OL applications outstanding	Monthly	#	● 1'	78		80	
	PL applications outstanding	Monthly	#	● 1'	355		378	
	Oldest licence application outstanding	Monthly	Days		245		112	
Compliance	Proactive compliance assessments completed to plan 2	Quarterly	#		118		TBC	
	Non-complex cases open	Monthly	#		20			18
	Non-complex cases managed to plan	Monthly	%		50.0	92.0	85.0	100.0
	HIO operators review 1	Monthly	#		3.0	17.0		
Enforcement	Complex cases open	Monthly	#		28	31		
	Number of open complex cases exceeding 6 months	Monthly	#		11	11		N/A
	Days (effort) per open case	Monthly	#	●	0.0	9.8		N/A
	Days required from other supply pools	Monthly	#		0.0	3.1		N/A
	National Lottery referrals considered by IMG	Monthly	#		0	1		N/A
	National Lottery cases referred by IMG to CMG	Monthly	#		0	1		N/A
	National Lottery CMG cases exceeding 6 months.	Monthly	#		1	1		N/A
Quality	Compliance QA failures (proactive)	Quarterly	%		5.6	5.6		
	Regulatory returns QA flags 3	Six-monthly	%					Reported in February 2018
Business	The cost of back office functions per FTE	Monthly	£		2,401	19,441	TBC	
	CBP Milestones not completed to schedule	Monthly	#		0	4		17
Financial	Debtor days outstanding	Monthly	#		2.6			
	Expected annual fees currently outstanding	Monthly	£		36,406		TBC	
	Forecast expenditure FY against budget	Monthly	%	●		101.8	<100	

## OPERATIONAL DELIVERY AND EFFICIENCY

### Licensing

Licensing's Reorganisation consultation which began on 7 December ended on 30 January with all staff submitting their role preference by the required date. Licensing is undertaking the preference assessment exercise in early February with interviews for selection stage, if required, from mid to late February with the plan being that all staff will be in roles by early March.

Licensing does not anticipate any significant sustained achievement of the KPIs for several months for a number of reasons: a) Licensing is currently under resourced by 6 FTEs in respect of account management work due to secondments and unfilled vacancies – there are plans to recruit from March/April once the Licensing Reorganisation has completed and the budget for 2017/18 has been approved but there will be a training & development lead in time of around 6 months for newly recruited staff to become competent; b) Licensing continues to provide resource to cover Contact Team work, mainly to deal with the volumes of consumer emails as the number of contacts has increased to its usual high levels since Christmas –. This should throughout 2017/18, along with the move of Contact Team to Corporate Affairs, see Licensing being able to devote more resource to core Licensing work; c) Licensing is overall insufficiently resourced to meet current demand, which includes non-core Licensing work (for example analysis of regulatory returns and other data management work) which equates to around 10 FTE over the course of a year – the Licensing Redesign project (if approved) will review all work currently undertaken in order to seek to move that work, freeing resource to focus on pure Licensing activities; d) the need to review current processes to identify and implement improvements – this is a priority for Licensing Redesign and as incremental process improvements are embedded, this should have a positive effect on performance through 2017/18; e) the impact of the Licensing Reorganisation both in terms of staff time taken up in moving through the process and the effect it has on staff focus.



### Compliance

3 HIO corporate evaluations were completed in the reporting period. QA assessments 1 failure from 18 assessments checked. Non-complex cases managed to plan figure for the month down to 50%, as one completed on time and one not completed on time.

### Business

No milestones were missed during the reporting period. Focus has been on the milestones that remain for the current 2016/17 business plan year, with several due in March 2017. Work will continue towards delivering these on time. Additional work has continued for the new 2017/18 business plan and its related milestones.

### Finance

Debtor days outstanding has reduced month on month from a high of 50 days in June 2016 to 2.6 days this month. Forecast expenditure FY against budget remains at 101.8 so remains amber.

<sup>1</sup>Corporate Evaluations are conducted over a 3 year plan and currently 17 of the 26 HIO operators have received a corporate evaluation. The highest risk operators have been looked at as a priority and the remaining are scheduled in to be completed on time.

<sup>2</sup> The figures have been reported as a quarterly figure for quarter 1. We are currently on track to complete all of the assessments by the end of quarter 1.

<sup>3</sup> The Regulatory Returns system is currently awaiting implementation of a new IT system. This is now likely to be April 2017, but will allow us to use the systems, in-built tools and allow for a more informative and sophisticated use of the data we collate.

## STAKEHOLDER SATISFACTION

Overall  
RAG rating



					This period	YTD	Target/b' mark	2015/16 Actual
Reputation	Social media engagement - impressions per tweet	Monthly	#		7,563	2,490		N/A
	Tone of trade media coverage (positive/neutral)	Monthly	%		97.8	98.4		N/A
	Tone of social media coverage (positive/neutral)	Monthly	%		95.6	98.5		N/A
	Complaints about the Commission	Monthly	#		1	13		17
	Stakeholder perception (good or excellent)	Bi-ennial	%		67.7		>67.7	

## STAKEHOLDER SATISFACTION

The new website was launched into a live environment on 9 January. Feedback has been largely internally focused but there are plans to run a 'HotJar' survey of all users in the next few weeks.

A great deal of effort went into the publication of regulatory findings against Camelot, the National Lottery operator on the subject of an alleged fraud and control mechanisms. This resulted in a £3m fine for Camelot but had the potential to result in 'kick-back' on the Gambling Commission for not preventing these failings. Careful planning and execution of a well considered media plan resulted in positive or neutral coverage for the Commission.

Sarah Harrison featured in a 'You and Yours' programme broadcast in Boxing Day on a range of issues in the gambling sector, with Tim Miller taking part in You and Yours on the same subject on 19 January. A number of political meetings have taken place during January- Tom Watson (Shadow Secretary of State), Damian Collins (Chair, CMS Select Committee), Jane Ellison (Financial Secretary to the Treasury), Baroness Jowell (former Culture Secretary). A meeting with No 10 officials is scheduled for February. These demonstrate our increasing presence and impact across Westminster and Whitehall.

The court's decision in the FUT Galaxy case also attracted media interest. Tim Miller was interviewed live on Radio 5 Drivetime and there was significant coverage in the trade press and on social media. Sarah and Tim travelled to Salford to deliver a briefing session to the BBC. This was well attended with around 20 people from across the BBC. This has since led to a further briefing session with a Radio 4 journalist, on emerging products, which is expected to lead to a broadcast in April. Further interviews have included Tim Miller on You and Yours (binary options) and BBC Inside Out (children and online gambling- due for broadcast 27 February).



## STRATEGIC MEASURES

Progress against Outcome measures is reported quarterly, the next update is due April 2017.

## **Complex cases update**

**[This is exempt under sections 30 & 31 of the Freedom of Information Act.]**

**Events (not covered elsewhere)**

8. The key events attended last month included:

Industry Stakeholders	Purpose	Accompanied By
<b>Operators</b>		
Matt Davey, CEO NYX Gaming	Sarah met with Mr Davey for an introductory meeting whilst at ICE Totally Gaming Conference	
Mor Weizer, CEO Playtech	Sarah met with Mr Weizer for a catch up during the ICE Totally Gaming Conference	
Zane Mersich, Chief Executive Officer, Novomatic with Peter Hannibal, Chief Executive and Nick Harding, Chair, Gambling Business Group	Sarah met with Mr Mersich, Mr Hannibal and Mr Harding for a catch up during the ICE Totally Gaming Conference	

Industry Stakeholders	Purpose	Accompanied By
<b>Trade Bodies</b>		
Peter DeRaedt, President, and Mark Pace - GSA Europe's Managing Director  Gaming Standards Association	Mr DeRaedt introduced Mr Pace, the new Managing Director of Gaming Standards Association Europe to Sarah during ICE	N/A

<b>Other Stakeholders</b>		
<b>Other</b>	<b>Purpose</b>	<b>Accompanied By</b>
Paul Keane, Director National Audit Office	Sarah met with Mr Keane for a regular catch up meeting	N/A
Damian Collins MP House of Commons	Sarah and Tim met with Mr Collins in his new role as Chair, Culture, Media and Sport Committee to discuss Gambling issues and to introduce Tim Miller	
Jane Rowe Senior Vice President Ontario Teachers' Pension Plan	Bill met with Jane Rowe re Camelot	N/A
Sarah Knowles, Senior Manager Mazars	Sarah and Simon had a regular catch up meeting with Mazars (Graeme Clark, Director was scheduled but unable to attend the meeting on the day)	
Gabino Stergies, Vice President & Tony Boulton, BACTA Technical Committee BACTA	Sarah met with Mr Stergies and Mr Boulton to discuss a high level overview on the BACTA submission to the Department re the Gambling review	
Jane Ellison MP, Financial Secretary to the Treasury HM Treasury	Sarah and Bill met with Ms Ellison to discuss the gambling review and other related issues	
Dr Andrea Coscelli, Acting Chief Executive Competition and Markets Authority	Sarah met with Dr Coscelli to discuss joint work and progress on T & C's	N/A
Stephen Thornton, Independent Director and Wanda Goldwag, Chair and Independent Standards Commissioner	Bill met with Mr Thornton and Ms Goldwag for an introductory meeting	N/A

The Senet Group		
<b>Other Stakeholders</b>		
<b>Other</b>	<b>Purpose</b>	<b>Accompanied By</b>
Jo Taylor, Chairman Ontario Teachers' Pension Plan	Chair to Chair meeting (GC and Camelot) Bill Moyes and Jo Taylor	N/A
BBC Business Briefing Unit	Sarah, Tim and Ben met with the BBC Business Briefing Unit to provide the BBC (You and Yours, 5 live, Business desk) with an overview of our future focus	
Community Liaison Group meeting at VSH	Sarah attended the Community Liaison Group at VSH.  The meeting included Gamcare, Evangelical Alliance, QAAD, Church of England, Foundation UK, Gambleaware, CAP, Gordon Moody and NSPCC	
Mark Turner, Joint Managing Partner Gatenby Sanderson	Sarah met with Mr Turner for a regular catch up meeting	N/A
David Rossington Acting Director General and Finance and Commercial Director, DCMS	Introductory meeting with David Rossington, who has taken over the role of Hugh Harris (currently on leave) on gambling and lottery portfolios at DCMS	N/A
Tom Watson MP Shadow Secretary of State for Culture, Media and Sport	Sarah and Tim met with Mr Watson to discuss what the Gambling Commission does and where we see our priorities	
Sir Chris Kelly, Chair RGSB	Meeting to discuss advice on RGSB	

Nam Quach, Managing Director DC Advisory	Sarah met with Mr Quach for an introductory meeting whilst at ICE Totally Gaming Conference	N/A
<b>Other Stakeholders</b>		
<b>Other</b>	<b>Purpose</b>	<b>Accompanied By</b>
Micky Swindale, Head of Advisory Services and Business Development & Sandie Skuszka, Head of Indirect Taxes KPMG	Sarah met with Ms Swindale and Ms Skuszka for an introductory meeting whilst at ICE Totally Gaming Conference	N/A
David Hudson, Group Business Development Director SMP Partners	Sarah met with Mr Hudson for a catch up whilst at ICE Totally Gaming Conference	N/A
Birgitte Sand Director Danish Gambling Authority	Sarah met with Birgitte for a catch up whilst at ICE Totally Gaming Conference	N/A
Craig Woodhouse Special Adviser DCMS	Sarah met with Mr Woodhouse to discuss the issues around “at risk” gamblers	N/A
Julian Harris Partner Harris Hagan	Sarah met with Mr Harris for a regular catch up	N/A
Nick Hawkins CEO Legal Ombudsman	Sarah met with Mr Hawkins to discuss possible training opportunities	N/A
Richard Judge CEO	Sarah met with Mr Judge to discuss the regulatory review project	N/A

Health & Safety Executive		
Dr Alex Burghart Special Adviser No 10 Policy Unit	Sarah and Tim met with Dr Burghart to discuss the impact of gambling related harm and the importance of protecting children from gambling and online gambling	
<b>Other Stakeholders</b>		
<b>Other</b>	<b>Purpose</b>	<b>Accompanied By</b>
Tracey Crouch MP Minister of State for Tourism, Sport and Heritage Ronnie Whittington Head of Domestic Gambling Policy DCMS	Sarah and Tim met with the Minister to discuss the Gambling review	
Lord Clement-Jones and Lord Foster House of Lords	Sarah and Tim met with Lord Clement Jones and Lord Foster to discuss gambling related issues and gambling related harm	
Baroness Newlove Victims Commissioner	Introductory meeting and to discuss how the GC delivers its responsibilities under the Victims' Code and future work together	
Paul Kirby Non-Executive Director Cabinet Office	Sarah met with Mr Kirby as an introductory meeting	



<b>Other Events (Conferences and Receptions etc.)</b>			
Date		Event	Description
26 Jan		Chairs and Chief Executives Event DCMS	Sarah attended a Chairs and Chief Executives Event to discuss around issues of how ALBs generate income from non-Government sources, Exiting the EU and SoS Speech  Also attended by Rt Hon Karen Bradley, Secretary of State and Sue Owen, Permanent Secretary
30 Jan		ACE Seminar	Sarah attended an ACE Seminar on Diversity and Inclusion with Paralympic Skier - Anna Turney, Permanent Secretary Sue Owen and Chief Executive Lesley Longstone
06 Feb		Responsible Gambling Trust - RET Chairs Meeting	Bill attended the Research, Education and Treatment (RET) Chairs meeting
06 – 08 Feb		ICE Totally Gaming	Sarah made a Speech at ICE and attended a number of related receptions, the regulators lunch and did an interview for ICE TV
15 Feb		Commissioner Casino, Bingo and Betway Visits	The visits included - Aspers, Hippodrome, Grosvenor, the Ritz and Crockfords, Beacon Bingo and Betway

# January update

## 1. Media contacts

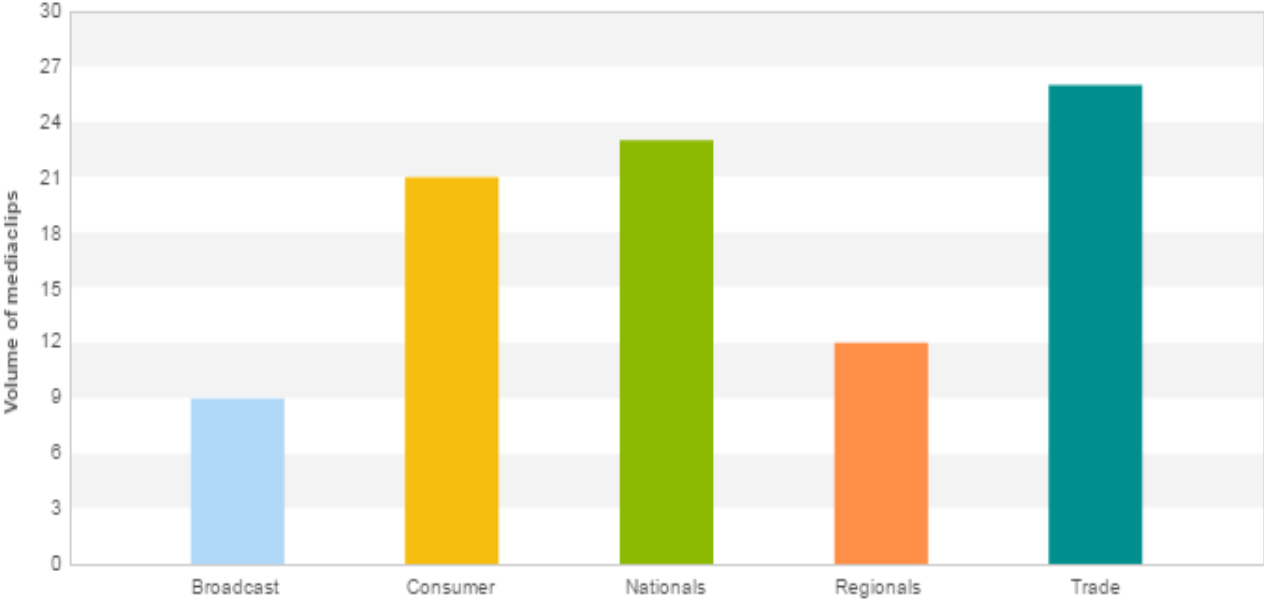
9. There were 14 media contacts in January.

## 2. Press monitoring

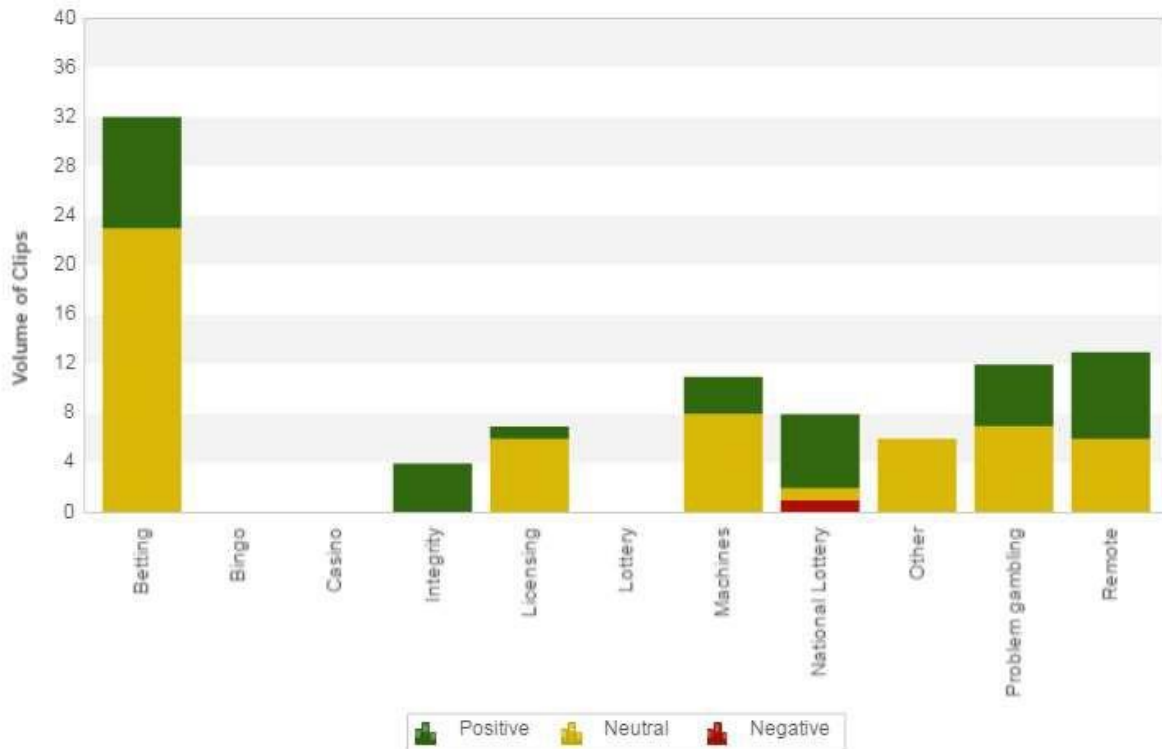
43%	6	Betting
14%	2	Other jurisdictions/overseas
14%	2	Poker (shared liquidity/in pubs)
7%	1	Problem gambling (self-exclusion/social responsibility)
7%	1	Terms and conditions
7%	1	Fees
7%	1	Licensing/compliance-crossover

## Volume of coverage

There were 91 clips mentioning the Gambling Commission in January. We received 25 per cent of clips in national media due to the Camelot fine. 30 percent of coverage received was in key trade titles, such as Coinslot, Betting Business and Gambling Insider.



### 3. Topics and tone of coverage



Positive coverage:

- Camelot fine
- Enforcement strategy consultation
- CMA investigation

Neutral coverage:

- Range of topics including FOBTs, remote and problem gambling.

Negative coverage:

- Two articles commenting on the Camelot fine, questioning transparency of the Gambling Commission. The Daily Mirror subsequently submitted an FOI request surrounding the full investigation.

### 4. Press releases

Walter Merricks' term as Commissioner extended

Commission joins forces with police to tackle crime risks at Scottish betting shops

Lessons to be learnt from failures at TGP Europe Ltd and Fesuge Ltd

Suspension of adult gaming centre operating licence – Light Gaming Limited

### 5. Publications

Enforcement strategy consultation

Changes to licence conditions and codes of practice (LCCP)

Two e-bulletins and one LA Bulletin.

## 6. Events

- Nigel Owen, Sharon McNair & Clive Noblett attended EAG International Conference
- Ian Angus and Tim Livesley attended the Child Online Safety in the UK latest: technology, education and policy priorities
- Nick Tofiluk attended the SIGA Sports Integrity Forum
- Nick Tofiluk attended the SIGA General Assembly
- Tim Miller and Sarah Harrison met with Damian Collins MP
- Tim Miller, Ben Glass, Sarah Harrison and Charlotte Meller met with the BBC for a briefing.
- Sarah Harrison and Bill Moyes met with Jane Ellison, Financial Secretary to the Treasury

## 7. Parliamentary questions

10. During January there were 7 written parliamentary questions of direct relevance to the Commission.

**Margaret Hodge:** What plans she has to meet representatives of (a) local authorities, (b) the gambling industry, (c) charities and (d) other relevant bodies ahead of the publication of the formal recommendations of the Review of Gaming Machines and Social Responsibility Measures. [60760]

**Tracey Crouch:** *I will be meeting with representatives from local authorities, the gambling industry, campaign groups and other interested parties to discuss the Review of Gaming Machines and Social Responsibility Measures over the coming weeks. My officials have also met with representatives of these bodies as part of the review and other gambling related matters.*

**Mr S Agnew (Green Party) (North Down):** To ask the Minister for Communities to outline the actions taken to regulate the use of fixed odds betting terminals.

**Mr P Givan (Democratic Unionist Party) (Minister for Communities, Lagan Valley):** *Gambling in Northern Ireland is regulated under the Betting, Gaming, Lotteries and Amusements (NI) Order 1985. Clearly the Order predates the development of electronic machines such as Fixed Odds Betting Terminals (FOBTs) and it is unclear whether they are covered by the definition of a gaming machine within the Order; this can only be definitively determined by the Courts. Enforcement of gambling legislation in Northern Ireland is a matter for the PSNI.*

**Philip Davies:** When she plans to publish proposals to update the regulations governing society lotteries.

**Tracey Crouch:** *The Government's response to the CMS Select Committee's report on society lotteries advised that it intended to explore all the recommendations further, with advice from the Gambling Commission. We are carefully considering the issues raised by the Select Committee and expect to make an announcement in due course.*

**Mr David Burrowes:** How many responses her Department has received to the Review of Gaming Machines and Social Responsibility Measures from (a) local authorities, (b) representatives of the gambling industry, (c) charities and (d) individuals. [60088]

**Tracey Crouch:** *The call for evidence for the Review of Gaming Machines and Social Responsibility closed on 4 December 2016. I and my officials have regular meetings with the Gambling Commission on this and other matters relating to gambling. The Call for Evidence on the Review of Gaming Machines and Social Responsibility received 275 responses with a) 29 from local authorities; b) 45 from the gambling industry; c) 29 from interest groups including charities; and d) 167 from the public. The remaining five responses came from MPs.*

**Philip Davies:** What recent discussions she has had with the Gambling Commission on the application of Tattersalls Rule 4 deductions. [59583]

**Tracey Crouch:** *One of the three licensing objectives that underpin the regulation of gambling in Great Britain is that it must be conducted in a fair and open way. Earlier this month I wrote to the Gambling Commission to ask for their views on the application of Tattersalls Rule 4 deductions and I will consider the Commission's response carefully.*

**Fiona Bruce:** How many responses her Department received to the call for evidence on the Review of Gaming Machines and Social Responsibility Measures. [59697]

**Tracey Crouch:** *The Call for Evidence on the Review of Gaming Machines and Social Responsibility received 275 responses.*

**Tom Watson:** When she plans to reply to the letter of 16 December 2016 from the hon. Member for West Bromwich East on the recently revealed fraud against the National Lottery. [61339]

**Tracey Crouch:** *A response was sent to the Hon. Member on January 25th 2017.*

## **8. Articles published**

There were no articles published this month.

## **9. Forward planner**

This is available in the [Communications Forward Planner](#) which is updated regularly.

## **10. Internal communications**

The HR workshop highlighted last month took place early in January. The outcomes were particularly valuable in developing a comprehensive internal communications planner for the year ahead, which will help to align resources with a significant and complex programme of work.

We have provided communications support to the Knowledge and Information Management team during the first phase of the Microsoft 360 adoption programme (OneDrive rollout), including the production of a short video. A communications plan for the second phase of the programme – SharePoint rollout – is already in draft stage.

We have also developed an Effective Writing training package for colleagues. With the support and endorsement of the Learning and Development team, we plan to pilot this with the Call Centre in February.

A rolling programme to improve the quality and currency of information on Hive has also begun.

## **National lottery Headlines**

**[This is exempt from publication under section 43 of the Freedom of Information Act.]**