



Three Year Strategy

Consultative Draft

Young Gamblers' Education Trust

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YGAM™ is the trading name of Young Gamblers' Education Trust and registered Trademark: UK00003114184



Challenges 11-15: Why People Change?

Challenge 11: How do we measure the impact of our actions? How do we know if we are making a difference? How do we know if we are making a difference?

Challenge 12: How do we measure the impact of our actions? How do we know if we are making a difference? How do we know if we are making a difference?

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Challenges 11-15: Probability & Luck

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Our Context & the Current Environment

Young People and Gambling¹



An estimated 450,000 (14%) of 11-16 year olds spend their own money on a gambling activity. Its twice as prevalent among boys (18%) as among girls (9%) and if considered over the past 12 months, increases to 39% of 11-16 year olds who have spent their own money on gambling. Much happens in places that do not require a gambling premises licence (e.g. pub fruit machines, private bets at school/home). Young People have some of the highest rates of problem gambling in Great Britain. 1.7% of 11-16 year olds are classified as 'problem' gamblers, and 2.2% as 'at risk'.

Students and Gambling

In 2017 it was estimated that more than 100,000 students are in debt due to their habit, with one in four of those indebted beyond £10,000².



Gambling - Online trends and Young People³



39% of 11-16 year olds spent their own money gambling online in the past 12 months with 6% using a parent or guardian's account. 31% have ever opened loot boxes in a computer game or app, while 3% claim to have ever bet with in-game items ('skins' gambling). The highest prevalence of at-risk gambling was observed among those participating in online gambling on slots, casino or bingo games (34.9%)⁴. While only 4% of people nationally gamble online, almost 35% of at-risk gamblers gamble online.

Social Gaming

Social gaming is a currently unregulated, growing market often played on smart phones or other mobile devices. The boundaries between social gaming and commercial gambling are increasingly blurred with growing use of social media for social gaming and for gambling, and convergence of the products of traditional gambling and social gaming businesses⁵. In 2018 Gaming addiction was listed as a mental health condition for the first time by the World Health Organization.



Young People and Gambling - wider context



A 2016 review of research notes that 4-8% of adolescent gamblers experience significant gambling-related problems including psychosocial issues, poor academic performance, family conflict, financial hardship, difficult peer relationships, social exclusion and complex mental health issues⁶. 20% of adults and adolescents who play simulated gambling games move to online commercial gambling⁷.

Digital Resilience⁸

Research shows the majority of 9-16 year olds go online at least once a week, a high proportion daily with around half found online interactions more straightforward than those taking place face-to-face. It concludes that children and young people's mental health is being compromised and can lead to addictive or obsessive beliefs and behaviours. However, it identified that children with greater levels of digital literacy and resilience were better able to mitigate the impact of risks posed by social media and 'bounce back' quicker from difficult online encounters.



- 1 Young People & Gambling 2018 A research study among 11-16 year olds in Great Britain (Nov 2018)
- 2 Student Gambling - Guardian June 2018 based on Gambling Commission Research
- 3 Young People & Gambling 2018 A research study among 11-16 year olds in Great Britain (Nov 2018)
- 4 Gambling behaviour in Great Britain in 2015 NatCen Social Research study (Aug 2017)
- 5 Gambling Commission Consumer Guide Social Gaming
- 6 Gambling Disorder in Adolescents Georgios D Floros, Aristotle University of Thessaloniki (Mar 2018)
- 7 Convergence of Gambling and Gaming in Digital Media (Melbourne, VIC: Victorian Responsible Gambling Foundation, 2015)
- 8 Young Minds- resilience for the digital world (2016)

Our Context & the Current Environment

WHY EDUCATION?



ENHANCE
UNDERSTANDING



HELP YOUNG
PEOPLE



INCREASE
AWARENESS

The risks for young people engaging in gambling and social gaming activity are part of our daily narrative in 2018 and raise serious concerns for their future wellbeing. Statistics don't really tell the story of the harm that could face those experiencing problems, their friends and their families. Given the vulnerability of young people and evidence that early exposure to gambling can be a predictor of future harm, this is an important – but poorly understood – public health issue. Estimates vary in relation to the societal costs of youth problem gambling but to those experiencing harm (and families, friends and other affected parties), the impact can be significant.

This is why YGAM is championing and taking practical action to support young people and those engaging with them to tackle the risks and issues of gambling and social gaming. Our focus is simple, our impact significant. At YGAM we believe that education to raise awareness and help identify action to address the risks of gambling and social gaming has a part to play alongside regulatory controls, within an effective approach to harm minimisation.

[See Appendix 1 for further details]



YGAM's Positioning

[See Appendix 1 for detailed review of the market supporting young people at risk from gambling and gaming harm, a SWOT analysis, PESTLE analysis and YGAM's thinking around its positioning]

A review of the positioning to date, the factors current and expected to affect YGAM's market and operating environment, draws out this overview for our positioning.

ARENAS

(where we will be active)

In primary, secondary, further and higher education working with educators, parents, universities, youth workers, prison and probation services, health services and local government to reach Young People
Working with industry operators to inform and educate their staff.



DIFFERENTIATORS

(how will we get there)

Core competence, and resulting focus is on education and training. All training and resources are accredited and free at point of delivery
Core Market: Young people aged 7 - 25
We connect young people to other sources of help, information and support - we champion what's available rather than delivering ourselves, and risking duplication and wasting short resources.



ECONOMIC LOGIC

CSR focused funding from corporates (£ and skills). Target gambling industry 0.1% vol levey. Young people grant funding. Partnerships with health bodies, universities, other charities in young people/wellbeing space. Trading subsidiary to create unrestricted profit for charity work.

VEHICLES

(how we will deliver in the marketplace)

Partner with local bodies (governemnt, health, education, charity etc.) working with young people to reach target audiences. High industry events profile, extend to education/youth sector. Pro bono alliances with web and media specialists. Use trading subsidiary for deeper reach into gaming and gambling industries with training and education.



STAGING

(speed and sequence of activity)

Grow locally and regionally with and through local partners/opportunities. Where national opportunity open, still use local relationships to cement position and longer term viability. Offer to operators delivered through trading subsidiary, aim to resource seperately to maintian impact.



YGAM Strategy 2019 - 2021

Our Mission

YGAM's mission and social purpose is:

'to inform, educate and safeguard young and vulnerable people against problematic gambling or social gaming'.

In everything we do we ask ourselves how we can:



Enhance Understanding about gambling, gambling-related harm and gaming and gaming-related harm, specifically amongst young and vulnerable people.



Help Young & Vulnerable People make informed choices through better understanding of gambling and gaming its potential risks.



Increase Awareness of youth gambling and gaming as a public health issue with policy-makers, educators and key influencers.

Our Vision



Our vision is that **all young and vulnerable people are safe from gaming and gambling related harms.**

Our Values

Our work is underpinned by our **Values**



We are **courageous**, undeterred by danger or pain, brave.



We are **practical**, committed to the doing of something useful rather than theory or ideas.



We are **agile**, able to move quickly and easily.



We are **authentic**, of undisputed origin, not a copy, genuine.



We are **compassionate**, feeling or showing sympathy and concern for others.

Our Programmes and Services

All our work seeks to help young and vulnerable people between the ages of 7 – 25 years. We do this by delivering education, information and resources that help young and vulnerable people make informed choices through better understanding of gambling, gaming and their potential risks. We aim to increase their digital understanding and resilience to minimise the risk of harm and wider impacts on their wellbeing, livelihood, relationships and esteem.

To achieve this, YGAM delivers its mission and therefore its social purpose in three ways:



We enhance understanding

through research and evaluation
YGAM aims to enhance the UK's understanding of gambling, gaming and related harm, specifically amongst young and vulnerable people.



We educate practitioners and student peer mentors

to help young and vulnerable people YGAM develop and deliver training courses to professionals and volunteers who support young people at risk from problem gambling or gaming.



We increase awareness

through information and dialogue YGAM increases awareness of youth gambling and gaming as a public health issue with policy-makers, educators the industries themselves and key influencers.

YGAM increases awareness of youth gambling and gaming as a public health issue with policy-makers, educators the industries themselves and key influencers.

Our Programmes and Services also contribute to the emerging National Strategy to reduce gambling harms 2019 – 2021. In particular YGAM's impact contributes to



Priority Action 1: Research to inform action



Priority Action 2: Prevention



Priority Action 4: Evaluation of the National Strategy.

YGAM Innovation Limited (trading as Gameplan) as a wholly-owned trading subsidiary of YGAM, offering two products which contribute to the emerging National Strategy 2019 – 2021 to reducing gambling harms, namely priority Action 5: Industry Collaboration. Gameplan will work collaboratively to develop and deliver recognised City & Guilds and Pearson courses & qualifications for colleagues working in customer facing roles and an Apprenticeship Standard for the gambling industry.



Our Goals: 2019 - 2021



Goal 1:

Strengthen the reach and influence of our Education Programmes



Goal 2:

Evaluate our impact, share knowledge and increase understanding



Goal 3:

Maintain the highest standard and relevance of educational content



Goal 4:

Continue to improve organisational effectiveness

Our Goals: 2019 - 2021

Goal 1: Strengthen the reach and influence of our Education Programmes

- Outcome 1:** Young people are more aware of gambling and gaming related harm and the action they can take to safeguard themselves
- Outcome 2:** Practitioners and parents are confident to support young people in exploring and addressing the risks of gambling and gaming related harm

YGAM is already uniquely positioned with accredited education programmes for primary and secondary educators that align with the National Curriculum. YGAM is being sought out to tailor its expertise at further and higher education levels, further develop its work with other organisations and agencies that work with young people aged 7-25 including youth workers, health services, prison and probation services and more.

In response, by end 2021 we will:

-  Reach a minimum of 441,600⁹ young and vulnerable people annually through our Practitioner Programmes.
-  Reach a minimum of 385,000¹⁰ students annually through our Peer Education Programmes.
-  Reach a minimum of 750,000¹¹ people annually with information about YGAM's work and resources.
-  Develop a full product offering for parents to give them the tools to support their children's digital growth at home.
-  Establish YGAM as a leader in delivering education and providing strategic insight into gambling and gaming related harm and digital resilience.
-  Establish YGAM as a principle delivery partner in the emerging National Strategy to reduce gambling harms 2019 - 2021.

We will deliver this through:

-  Further developing our high quality, accredited practitioner programme This means growing from 3 to 8 regions, expanding our practitioner training capacity from 72 to 192 workshops per annum and reviewing the curriculum and materials.
-  Extending the curriculum to a tailored offer for primary age young people This means reviewing the existing engagement from practitioners working in the primary education sector, revising resources and updating the workshop.
-  Establishing Peer Education as a core offer This means growing from pilot to 5 Universities and then 25 University partnerships, and aspiring to reach 55 Universities with appropriate funding and partnerships.
-  Evaluating our parents work to date, developing a suite of parent resources and a revised face to face offer.

⁹ 8 practitioners (one per region) delivering 24 workshops / events per annum of 23 attendees, each reaching 100 young people

¹⁰ 55 universities reach 7,000 students through information, education or safeguarding

¹¹ All contacts/interactions online (app, social media, web curriculum downloads etc), at events

Our Goals: 2019 - 2021



Position YGAM on the RET (Research, Education and Training) Register as a principle delivery organisation, contributing to the emerging National Strategy to reduce gambling harms 2019 - 2021



Establishing YGAM as a leading authority and educator on gaming and digital resilience this means we will update our curriculum and resources to fully embed gaming and digital resilience as curriculum themes

We will measure this by:



Practitioner Programme (EDUCATE)

- Number of practitioners attending YGAM training events.
- Number of young people receiving education and support from trained practitioners.
- Engagement with our online channels and resources.
- Evaluation of satisfaction with YGAM Practitioner training.



Peer Education Programme (EDUCATE)

- Number of students at each university accessing information or resources through their local University YGAM events and media.
- Number of students engaging in a training event or depth engagement with YGAM team.
- Number of students involved through employment or volunteering opportunities.
- The value gained by the student staff and volunteers.



Parents Programme

- Number of parents attending YGAM awareness and education events.
- Evaluation of satisfaction with parents' awareness events.



Overall

- Evaluation of young people's awareness of gambling and gaming related harm, and confidence in being able to take appropriate action or access support.



Our Goals: 2019 - 2021

Goal 2: Evaluation and Knowledge

Outcome 1: The risks and impact of gaming and gambling on young people of all ages, and those around them, is understood by industries, regulators and policy makers

Outcome 2: YGAM's work is continually evaluated, updated and adjusted in response to feedback, learning and insight

YGAM draws extensively on research, insight and case studies to shape and develop its work. Where there are gaps in that information – such as the impact and risks of social gaming, or how issues change for young people as they move into greater independence, for example into higher education – YGAM wants action to ensure there is appropriate understanding and response to the reality of how gaming and gambling are affecting young people. The growing recognition of social media as a risk to the well being of young people and the need for greater digital resilience is a further driver for our work.

In response, by end 2021 we will:

-  Establish a research programme to understand the impact of gambling and social gaming on young people in the UK.
-  Specifically carry out and publish primary research into the affects of gaming and gambling on students and propose a response.
-  Use this insight to inform and develop our work in the UK and contribute to the policy debate around gambling, social gaming and related issues.
-  Embed an evaluation framework for all YGAM's education programmes to maintain its exceptional levels of training quality, accreditation and resources.
-  Establish two advisory groups (i.e. Problem Gamblers & Affected Others Advisory Group and Student and Young People Advisory Group) to inform and review YGAM's programmes, research and evaluation putting young people, problem gamers and gamblers and those affected negatively by gambling or gaming at the heart of formulating our solutions.

We will deliver this through:

-  **Conducting and publishing primary research into the impact of gaming, gambling and associated issues on students in Higher Education:**
This means we will lead the UK in understanding and shaping action in response for these themes in HE and post 16 Education context.
-  **Contributing to primary research into the impact of gaming, gambling and associated issues for young people:**
This means we will lead or partner to fully understand the risks and impact of gaming on young people and their relation to gambling related behaviours.
-  **Establishing an evaluation framework for all our training, education and resources:**
This means YGAM will track and report on its outcomes and impact, with evaluation resourced as a core part of the YGAM business model.

Our Goals: 2019 - 2021

We will measure this by:



Research

- Publication of primary research and subsequent coverage of research in press, scholarly articles, events and public dialogue.



Evaluation and Reporting

- Quarterly performance reporting against KPIs and outcomes to Trustee and Trading Boards established and consistently delivered
- Move from output to outcomes reporting to funders, regulators and media, based on our Impact model (see section 7)
- Baseline established for YGAM's delivery and resource quality based on practitioner, parent, partner and young people's feedback and (further) improving this over time



Our Goals: 2019 - 2021

Goal 3: Content and Education

Outcome 1: Young people, parents and practitioners' access online resources and information and action they can take to safeguard themselves against gaming and gambling related harm.

Outcome 2: YGAM accredits all its services and is recognised for its exceptional quality in delivery and resources.

YGAM's education programme and curriculum resources are recognised for their quality and usefulness. YGAM has recognised the need for a step change in its online presence and its digital offer to be fully effective in its reach and impact on young people. As a champion of digital resilience YGAM will show its own quality in using digital resources and online channels to be credible on a sustainable basis.

In response, by end 2021 we will:



Develop our support and resources as full digitised offer for practitioners and young people, students, parents and vulnerable people.



Build upon, maintain and continually improve through external quality-assurance, accreditation and evaluation with organisations such as the PSHE Association; Pearson and City & Guilds and academic establishments.

We will deliver this through:



Establishing a marketing approach:

This means moving from a broadcast behaviour online to dialogue, discussion starting, comment and interaction with young people, practitioners. Policy makes, industries, parents and other parties interested in young people's wellbeing.



Developing online tools and messages for young people to engage directly with YGAM:

This means developing online resources tailored to the needs and online habits young people with collateral that supports message relevant to young people through channels they engage with regularly.



Linking with national campaigns to deliver awareness campaigns on gaming, gambling and related risk:

This means targeting campaigns and materials linked to national campaigning weeks (e.g. National Student Money Week, World Mental Health Day, Responsible Gambling Week, National Women's Day etc) and resourcing active participation in events and online dialogue throughout.



Raising the profile of real life examples and stories:

This means having examples for every curriculum resources, sharing case studies and creating a knowledge base of experiences, case studies and impacts.

We will measure this by:



Quality

- Maintaining Pearson and other accreditation.
- Achieve Pearson Approved Centre status.



Engagement

- 750,000 engagements with YGAM and its work (INFORM) – events attendance; online interaction – likes, comments, shares, download of resources and app, interaction with emails, newsletters, unique web visits etc; media mentions and articles; media reach.

Our Goals: 2019 - 2021

Goal 4: Organisational Effectiveness

Outcome 1: YGAM has a professional staff team supporting all aspects of the business including its support functions.

Outcome 2: YGAM has an engaged staff and volunteer team who are committed to the values and purpose of YGAM and supported to excel.

YGAM has gone from a start up charity to £750k turnover in just three years. The funding secured has enabled YGAM to establish high quality education programmes and a establish itself as a powerful and reputable speaker at industry and other events. The organisation scale, in terms of staffing and delivery and now reached the point that a small professionalised support organisation is needed to underpin the exceptional external deliver work. This will free up leadership and management time for core delivery, provide simple and effective operational processes and mitigate any financial, governance, employment and operational risks as the organisation grows further. It will establish a strong performance tracking and reporting framework that can be scaled as the organisation continues to grow, It will ensure that the excellent foundations from liP and the aspiration to be a recognised Investor in Volunteers are embedded in the day to day working of the charity and given consistent time and attention.

In response, by end 2021 we will:

-  Build our organisational capacity and capability to professionally support YGAM's growth and aspirations to 2021
-  Maintain and work towards Investors in People (Gold), Investors in Volunteers accreditation, ISO9001 accreditation, Matrix accreditation, Pearson Assured, City & Guild Assured
-  Commission further academic evaluation of the impact of YGAM's programmes and share learning.
-  Ensure YGAM maintain value for money and understand the investment on return the charity is making by commissioning a ROI study.
-  Continue to develop the capability of the Charity and Trading Subsidiary Boards as effective leadership, decision making bodies who embody 21st Century Board Values.

We will deliver this through:

-  **Establishing an empowered in-house professional finance and resources function:**
This means senior leadership and skilled administration support for our financial, HR, quality-assurance and evaluation, performance reporting and policy management.
-  **Continuing to develop our professional marketing and fundraising capability:**
This means investing in our people, expertise supporting technology and collateral.

We will measure this by:

-  · Achieving liV standard
-  · Achieving and maintaining liP Gold standard
-  · Achieve ISO9001 accreditation
-  · Achieve Matrix accreditation
-  · Achieve City & Guilds Assured
-  · Maintain other quality-assurance accreditations already held.

The Difference We Will Make

YGAM aims to inform, educate and safeguard young people aged 7 – 25 so they are able to avoid or overcome the risks they may face from gaming, gambling or associated harm. We look at the difference we make at three levels:

- INFORM:** Young people, parents and practitioners will be able find information to increase their understanding and access help for themselves or others
- EDUCATE:** Young people, parents and practitioners will be able to discuss the risks they may face from gaming, gambling or related issues and know how to take action to reduce or address them
- SAFEGUARD:** Young people, parents and practitioners will have taken specific action or make a change in behaviour to reduce or address risks they or others known to them are, or may experience related to gambling or gaming related

Each element of our work considers specifically the extent to which it will **INFORM, EDUCATE, SAFEGUARD**. As YGAM develops and evaluation is completed, each area of work will be tailored to reach our target audiences for each service most effectively at each level of intervention. Over time, our aim is to reach more young people with education and finally to create a response that safeguards young people.

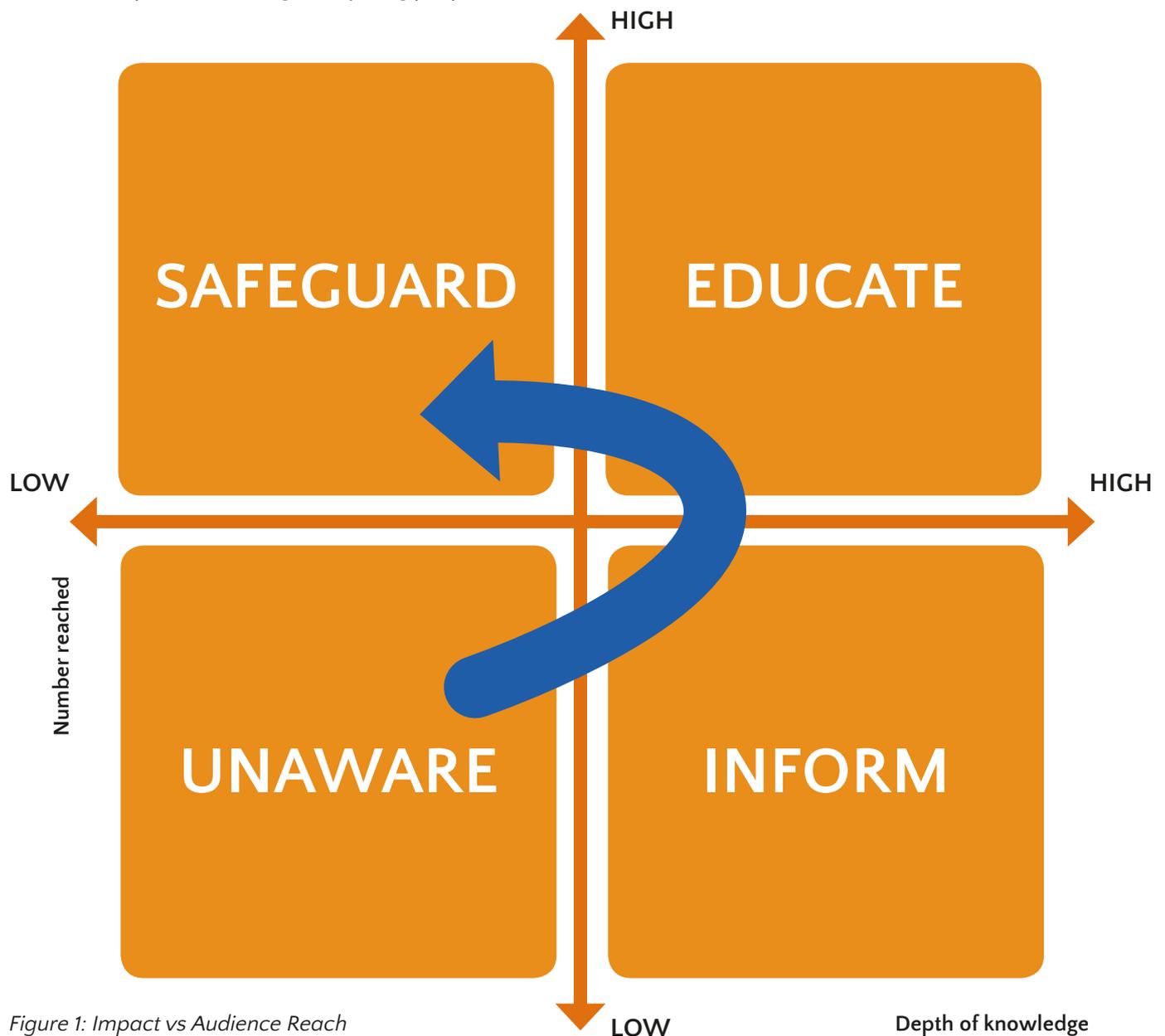


Figure 1: Impact vs Audience Reach

Evidence



25% of under-16s played an online gambling-style game in the last 7 days.

55,000

...the number of 11-16 year olds who are problem gamblers, or 'at risk'.



A third of all calls to the National Problem Gambling helpline are from those under the age of 24yrs.



Only 46% of 11-16 year olds speak to someone about potential problems that gambling can lead to.

Only 3% of 11-16 year olds have heard of GamCare and the services they provide.

3%

olds have heard of GamCare and the services they provide.



Great Britain is the only Western democracy that allows children of any age to bet on limited stake (Category D) fruit machines.

Social Issue

Young people are potentially at risk of becoming drawn in to problematic gambling or social gaming, given the availability and access to such activities. There is very limited awareness education of this risk in schools, colleges and community organisations, compared with alcohol, drugs and safe sex education.

Enabling Factors

Specialist education consultants are recruited and trained by YGAM. These colleagues then support schools, colleges and community organisations to embed a professional programme around the potential risks of gambling and gaming in to their PHSE (or similar) curriculum.

Target

Teachers and other professionals who have influence over young peoples' personal and social development, with a focus on those who support young people aged 7-25 years initially.

Professional colleagues from schools, colleges and community organisations are recruited to participate and be trained.

Specialist YGAM education consultants support the school, college or community organisation to embed the YGAM programme, evidencing delivery and impact.

Young people, aged 7 - 25 years, participate in an accredited and quality-assured programme to understand the potential risks from gambling or social gaming.

Data is captured from teaching professionals to understand the perceived effectiveness of the YGAM programme on raising awareness of gambling and gaming related issues; the perceived effectiveness of the programme of increasing resilience to the potential 'normalisation' effects of gambling. YGAM also captures feedback on the rigour and methodology of the YGAM educational resources.

Outputs / Outcomes



YGAM aims to train at least 4,416 practitioners by 2021, reaching up to 441,600 young people.



YGAM aims to be partnered with 55 Universities and reach 385,000 students by 2021.



Young people are made aware of the potential risks to enable them to make informed decisions around gambling and gaming.



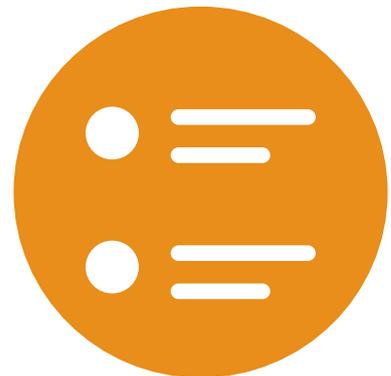
Young people know the triggers to problem gambling and gaming and where to get help.



Young peoples' financial capability and digital resilience are improved.

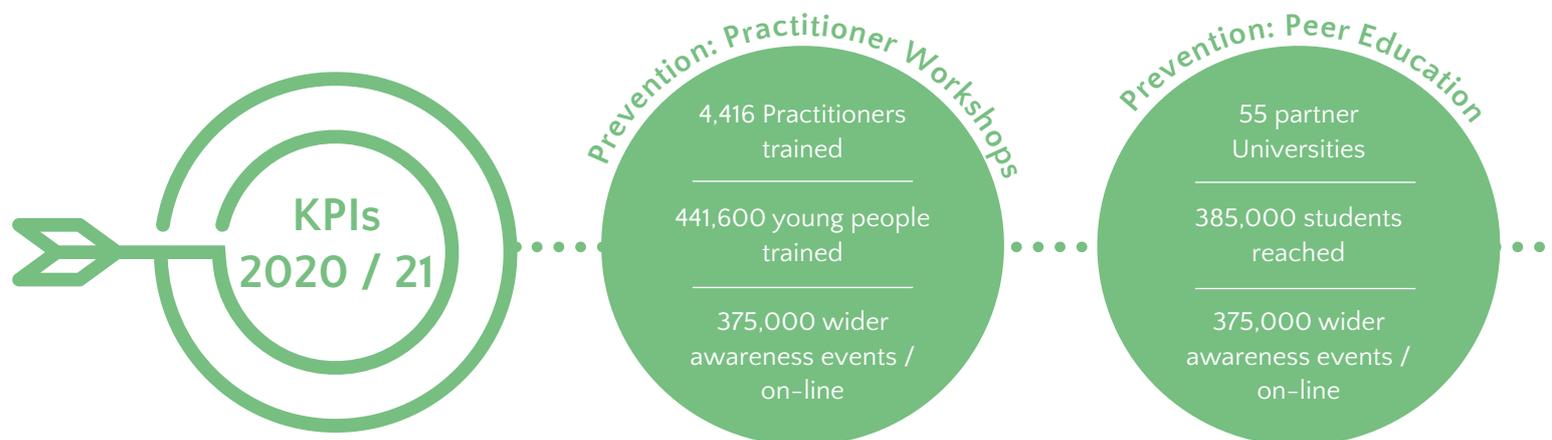
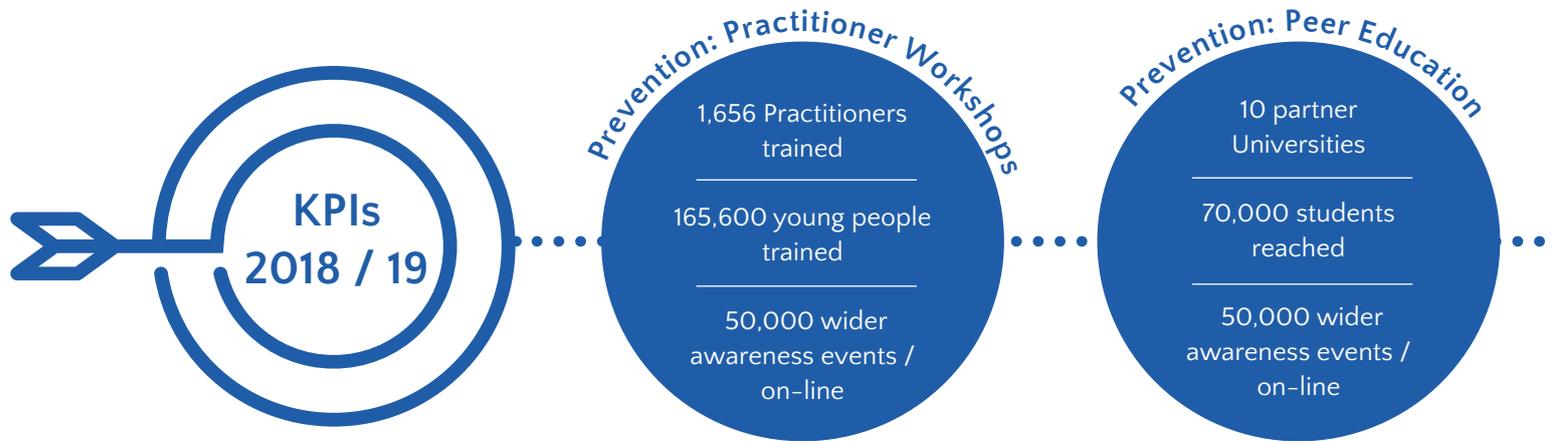
Theory of Change

A Theory of Change is a specific type of methodology for planning, participation, and evaluation that is extensively used in the not-for-profit and government sectors to promote social change. A Theory of Change model defines long-term goals and then maps backward to identify necessary preconditions.



YGAM was supported by colleagues from Ernst & Young, who gave their time voluntarily to create the YGAM Theory of Change.

Deliverable KPIs





Employee / Volunteer Count

Employee: 24.5

Volunteer: 25

Budget

Income:
£750,000

Expenditure:
£749,005

Year-end balance:
£480,256

Reach to Inform Action and Evaluation

Deliver YGAM Parliamentary Symposium

Achieve Investors in Volunteers Standard

Commission further impact evaluation

Launch YGAM in Ireland

Apply to join RoATP (via trading subsidiary)

Achieve Pearson Approved Centre status

Launch Expert Advisory Groups

Employee / Volunteer Count

Employee: 48.5

Volunteer: 35

Budget

Income:
£1,675,000

Expenditure:
£1,691,720

Year-end balance:
£463,536

Reach to Inform Action and Evaluation

Deliver YGAM Parliamentary Symposium

Achieve Investors in People Silver Accreditation

Commission Return on Investment evaluation

Launch YGAM in Wales

Achieve Matrix accreditation

Potential Ofsted inspection (via trading subsidiary)

Employee / Volunteer Count

Employee: 90.5

Volunteer: 48

Budget

Income:
£2,900,000

Expenditure:
£2,789,245

Year-end balance:
£574,292

Reach to Inform Action and Evaluation

Deliver Global Conference on Effective Education

Achieve Investors in People Gold Accreditation

Launch gaming clinic especially for young people

Launch YGAM in Scotland

