

YGAM Strategic Plan



Since YGAM's inception we have always followed a carefully defined strategic plan that is scoped by:

1. The emerging data, research, and National Strategy to Reduce Gambling Harms and
2. From the insights, our own learning and the external evaluations & accreditations YGAM have commissioned in order to understand our organisational effectiveness and impact.

YGAM as an independent charity, registered with and regulated by the Charity Commission; having the ability to demonstrate our public benefit and impact is not only critical to us, but an essential requirement of a formally registered charity. All our board of trustees, including our Chair give their time voluntary and are wholly independent of the gambling industry. When YGAM was founded we established an initial enabling plan, then in 2016 we produced our first strategic plan for the period 2016 – 2018. The charity is now in to the second strategic plan covering the period 2019 – 2021; a timescale aligned to the National Strategy to Reduce Gambling Harms. This website page will be updated every four months to show progress against the key measures within our strategic plan and our funders in a transparent way. The YGAM Strategic Plan is a 'live' document and any updates to the actions within each goal is updated in the table on the next page.

By 2021



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The table as below shows our year-to-date (YTD) progress against our strategic plan was updated on *Tuesday 30 June 2020. Next published update will be Friday 30 October 2020:

Strategic measure	2019 Planned	2019 Actual	2020 Planned	*2020 YTD Actual	2021 Planned
Goal 1: Strengthen the reach and influence of our Education Programmes					
Reach 1,567,200 young and vulnerable young people through practitioner workshops by training 8,228 practitioners between January 2019 – December 2021 To view aspirations of national education programme, click here	1,656 practitioners trained & certified 165,600 young people reach	2,488 practitioners trained & certified 364,918 young people reached	2,592 practitioners trained & certified 453,600 young people reach	780 practitioners trained & certified 136,500 young people reach	3,980 practitioners trained & certified 948,000 young people reach
Reach 182,000 students through Student & University Engagement programme and by partnering with 25 universities between January 2019 – December 2021	10 partner universities & part-time, living wage student jobs created 32,000 students reached	9 partner universities & 9 part-time, living wage students employed 29,376 students reached	25 partner universities 9 part-time, living wage student jobs created 80,000 student reach	9 partner universities 9 part-time, living wage students employed 29,376 students reached	25 partner universities 70,000 students reach
Develop full digital product offering for parents To view the YGAM Parents microsite, click here	Develop parent strategy	Undertook research as to information available for parents Engagement with stakeholders Head of Parental Engagement recruited in Q4	Develop KPIs & strategy Develop gaming & gambling content Development of targeted marketing Commission evaluation	Induction of Head of Parental Engagement Parental microsite created Full KPI suite developed	Publish evaluation
*Development of a Mindful Resilience programme to train Community Mental Health practitioners, NHS Trust colleagues and General Practitioners (GPs) with partner organisations <i>*New programme for 2020</i>	N/A	N/A	Secure initial funding & partners Recruit Clinic Lead & trainers Scope resources evaluation & KPIs	Initial funding & partners secured	Publish initial evaluation

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Strategic measure	2019 Planned	2019 Actual	2020 Planned	*2020 YTD Actual	2021 Planned
Goal 1: Strengthen the reach and influence of our Education Programmes					
<p>*Development of a formal training offer, courses and qualifications to colleagues who work in the gambling industry</p> <p><i>*New programme for 2020</i></p>	N/A	N/A	<p>Secure initial funding & partners</p> <p>Recruit Lead & EbE trainers</p> <p>Scope resources evaluation & KPIs</p>	Initial funding & partners secured	Publish initial evaluation
<p>Plan to become an emerging leader in delivering education and provide strategic insight into gambling and gaming related harm and digital resilience</p> <p><i>To view the Parliamentary Symposium report, click here</i></p> <p><i>To view the student research YGAM commissioned, click here</i></p> <p><i>To view ICE, KPMG, Casino Beats,</i></p>	<p>Deliver Parliamentary Symposium</p> <p>Attend & speak at four industry conferences to share insight</p>	<p>Delivered symposium</p> <p>Commissioned & delivered student gaming / gambling research paper</p> <p>Attended & spoke at six industry conferences</p>	<p>Commission & deliver research in to BAME young people & gambling</p> <p>Scope & commission further research (subject TBC)</p> <p>Scope global conference</p> <p>Attended & spoke at six industry conferences</p>	<p>Commissioned Clearview Research</p> <p>Clearview Research completed, will publish both papers in August 2020</p> <p>Attended & spoke at three industry conferences to date</p>	<p>Deliver global conference</p> <p>Attend & speak at eight industry conferences</p> <p>Scope longitudinal study into education effectiveness with partners</p>
<p>Establish YGAM as a delivery partner to the National Strategy to Reduce Gambling Harms</p> <p><i>To view the Gambling Commission's list of organisations whom operators can donate to, click here</i></p> <p><i>To view the ABSG annual progress report, click here</i></p> <p><i>To view the APPG Gambling Related Harms final report, click here</i></p> <p><i>To view the Lords Select Committee review, click here</i></p>	<p>Secure place on Gambling Commission working group looking to RET</p> <p>Secure YGAM on the Commissions RET list for 'prevention'</p>	<p>Attended working groups with other charities & Charities Aid Foundation</p> <p>Applied & secured YGAM's place on the RET list for 'prevention'</p>	<p>Secure YGAM on the Commissions RET list for 'research'</p> <p>Provide Implementation Templates to Commission for all YGAM programmes</p> <p>Share insight with ABSG for inclusion on annual progress report</p> <p>Contribute to Lords Select Committee; APPG Gambling Related Harm and APPG Betting & Gaming consultations</p> <p>Contribute insight for DCMS insight in to Loot boxes consultation</p>	<p>Applied & secured YGAM's place on the RET list for 'research'</p> <p>Provided Implementation templates for all YGAM's principle programmes & YGAM's work listed in Commissions Action Plan</p> <p>ABSG progress report includes the work of YGAM</p> <p>Attended Lords Select Committee & APPG Gambling Related Harms meetings</p>	<p>Secure YGAM on the Commissions RET list for 'treatment'</p> <p>Offer insight for review of gambling act</p>

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Goal 2: Evaluation and Knowledge					
Establish a research programme to understand the impact of gambling and gaming on young people in the UK	Commission research	Commissioned Redbrick Research to undertake student research. Published student research at Global Student Living Conference	Commission research in to how YGAM & our education resources are perceived by BAME practitioners & young people Commission research with a focus on how gaming & gambling can affect family life & effectiveness of our parent's hub website	Commissioned Clearview research to undertake (i) BAME research and (ii) give advice on YGAM might engage this vulnerable population. Phase 1 of the BAME research completed and will be pushed with Phase 2 in August 2020	Publish families research & evaluation
Carry out and publish primary research into the effects of gaming and gambling on students and propose a response	Understand impact	Use insight from NCVO & Redbrick evaluation / research	Commission further impact evaluation		Scope longitudinal study into education effectiveness with partners
Use insight to inform and develop our work in the UK and contribute to the policy debate	Evaluation				
Embed an evaluation framework for all YGAM's education programmes	Evaluation		Recruit a full-time Head of Quality Assurance Establish a Quality Management System (QMS) Establish Salesforce CRM	Head of Quality-Assurance now in post. QMS development in progress Commissioned Hyphen8 – a specialist third sector CRM agency to customise Salesforce for YGAM's reporting needs across all programmes.	
Establish three advisory groups; Experts by Experience (EbE); Clinical Health & Young People.	Establish young people's advisory group	Group established	Establish Clinical Health advisory group Establish EbE advisory group	Develop terms of reference for group Reviewing purpose of group along with remit & membership, mindful not to duplicate the work of Gambling Commission and GambleAware	Refocus young persons advisory group Establish parents advisory group

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Goal 3: Content and Education					
Develop our support and resources as full digitised offer					
Build upon, maintain and consistently improve through external quality-assurance, accreditation and evaluation scrutiny. Share and disseminate insight & learning	Maintain ASDAN Customised Accreditation	ASDAN Customised Accreditation maintained	Maintain ASDAN Customised Accreditation	Maintain ASDAN Customised Accreditation	Maintain ASDAN Customised Accreditation
	Maintain Pearson Assured	Pearson Assured maintained	Maintain Pearson Assured	Pearson audit August 2020	Maintain Pearson Assured
	Gain City & Guilds Assured	Gained City & Guilds Assured	Maintain City & Guilds Assured	City & Guilds audit August 2020	Maintain City & Guilds Assured
	Commission Impact evaluation for Practitioners workshops	Commissioned National Council for Voluntary Organisations (NCVO), Charities Evaluation Services (CES) to undertake evaluation	Undertake NCVO CES impact evaluation	NCVO CES Impact Evaluation published	Scope longitudinal study in to YGAMs effectiveness
			Achieve NCVO Trusted Charity quality-mark	Likely audit from NCVO Q4 2020	Commission Return on Investment (ROI) study
			Achieve ISO 9001 accreditation	Likely audit from ISO provider Q4 2020	Maintain NCVO Trust Charity
			Achieve Mind quality-mark	Likely audit from Mind Q4 2020	Maintain Mind quality-mark
			Commission evaluation of Student & University Engagement work	Likely commission Q3 2020	Publish Student & University Engagement evaluation
Commission evaluation of parental engagement work			Likely commission Q3 2020	Publish parental engagement evaluation	
Commission evaluation of Mindful Resilience programme		Publish Mindful Resilience evaluation			
Commission evaluation of operator training evaluation		Publish operator training evaluation			

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Goal 4: Organisational Effectiveness					
Build capacity and capability to professionally support YGAMs growth To view YGAM organisational structure, click here	24 employees & 12 volunteers Incorporate two x Board committees (1) Finance, Audit & Risk and (lii) People Committee	15 employees & 12 volunteers Board committees incorporated	48 employees & 12 volunteers Establishment of Senior Leadership Team Establishment of Delivery Leadership Team Scope YGAM in Northern Ireland	34 employees & 14 volunteers Membership: Chief Executive, Operations Director, Head of Finance, HR & Administration Manager, Head of External Affairs Membership: Head of Delivery North & Northern Ireland; Head of Delivery South & Wales; Head of Parental Engagement; Head of Quality-Assurance; Head of Student & university Engagement	45 employees & 14 volunteers Scope YGAM in Scotland
Attract the best talent by investing in our people & their development	Gain Investors in People Accreditation	Accreditation achieved	Work towards Investors in People re-accreditation or Silver level.		Gain Investors in People re-accreditation or Silver accreditation
Continue to develop the capability of the charity and trading subsidiary boards as effective leadership, decision making bodies who embody the 21 st Century Board Values			Recruitment of independent Chair for Finance, Audit & Risk Committee Undertake Board Skills Audit Recruit Deputy Chair	Post going live July 2020	

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Goal 4: Organisational Effectiveness					
<p>Ensure YGAM meets its financial targets and commission a Return on Investment (RoI) Study to understand YGAMs social financial value</p> <p>To review financial reporting & accounts, please click here</p> <p><i>*Budget figures may change at mid-year financial forecast – August 2020.</i></p> <p><i>**New three-year budget covering 2021 – 2024 to be populated in August 2020</i></p>	<p>Raise £750,000 from corporate fundraising for charity.</p> <p>Generate £60,000 in trading activity via operator training</p>	<p>Banked £749,238</p> <p>Generated £85,568 in trading activity</p>	<p>*Raise £1,265,379 from corporate fundraising</p> <p>*Generate £320,000 to create training suite for operator training & sales.</p>	<p>Banked £884,435 to date</p> <p>Raised £100,560 to date</p>	<p>Ensure YGAM meets its financial targets and commission a Return on Investment (RoI) Study to understand YGAMs social financial value</p> <p>To review financial reporting & accounts, please click here</p> <p><i>*Budget figures may change at mid-year financial forecast – August 2020.</i></p> <p><i>**New three-year budget covering 2021 – 2024 to be populated in August 2020</i></p>
<p>Remain cost effective and like many other charities seek support to off-set establishment costs (such as room hire, legal fees, printing)</p>	<p>Secure £150,000 pro-bono support</p>	<p>Secured £157,572 pro-bono support</p>	<p>Secure £54,906 pro-bono support</p>	<p>Total to be populated in October report in light of Covid-19</p>	<p>Remain cost effective and like many other charities seek support to off-set establishment costs (such as room hire, legal fees, printing)</p>

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Goal 4: Organisational Effectiveness					
Develop and lead a marketing strategy to position YGAM in the marketplace	Develop marketing & communications strategy	Marketing KICK strategy developed	<p>Recruit 1 x full-time Head of External Affairs post</p> <p>Recruit 1 x full-time marketing & communications post to focus on Mindful Resilience programme.</p> <p>Recruit 1 x full-time marketing & communications post to focus on Student & University Engagement programme.</p> <p>Recruit 1 x full-time marketing & communications post to focus on operator training programme.</p> <p>Review & update marketing KICK strategy</p>	<p>Head of External Affairs post filled</p> <p>Post going live July 2020</p> <p>Post going live 2020</p> <p>Post planning to go live September 2020</p>	Develop and lead a marketing strategy to position YGAM in the marketplace
<p>Ensure YGAM meets its financial targets and commission a Return on Investment (RoI) Study to understand YGAMs social financial value</p> <p>To review financial reporting & accounts, please click here</p> <p><i>*Budget figures may change at mid-year financial forecast – August 2020.</i></p> <p><i>**New three-year budget covering 2021 – 2024 to be populated in August 2020</i></p>	<p>Raise £750,000 from corporate fundraising for charity.</p> <p>Generate £60,000 in trading activity via operator training</p>	<p>Banked £749,238</p> <p>Generated £85,568 in trading activity</p>	<p>*Raise £1,265,379 from corporate fundraising</p> <p>*Generate £320,000 to create training suite for operator training & sales.</p>	<p>Banked £884,435 to date</p> <p>Raised £100,560 to date</p>	<p>Ensure YGAM meets its financial targets and commission a Return on Investment (RoI) Study to understand YGAMs social financial value</p> <p>To review financial reporting & accounts, please click here</p> <p><i>*Budget figures may change at mid-year financial forecast – August 2020.</i></p> <p><i>**New three-year budget covering 2021 – 2024 to be populated in August 2020</i></p>