

A close-up photograph of two young women. The woman in the foreground has dark, curly hair and is wearing red heart-shaped glasses. She is looking down at a smartphone held by the woman behind her. The woman in the background has light brown hair and is also looking at the phone. The background is blurred, suggesting an indoor setting. A semi-transparent red rectangle is overlaid on the bottom half of the image, containing white text.

CVR Insights

**YGAM
RESOURCES
AUDIT**



ClearView Research Ltd (CVR) is an audience insight and strategy agency. We provide culturally-informed insight on diverse audiences, to inform business and marketing strategies, and to support social impact projects/campaigns. We have worked on projects across four continents for businesses, public and not-for-profit sectors, and Government.

We work best with organisations who want to make a genuine impact – and want to be game-changers.



A young boy and girl are shown in profile, looking towards the right. The boy is in the foreground, holding a black video game controller. The girl is behind him, also looking in the same direction. The background is a dark, out-of-focus room. The entire image has a warm, reddish-orange tint.

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A blurred photograph of a casino floor. In the foreground, a row of slot machines is visible, their screens and control panels slightly out of focus. The floor is covered in a patterned carpet with a repeating circular motif. In the background, a large, ornate chandelier hangs from the ceiling, its lights creating a bokeh effect. The overall lighting is warm and orange-toned, giving the scene a soft, atmospheric feel.

THE WHY?

The Why?

The Young Gamers and Gamblers Education Trust (YGAM) are expanding as an organisation and are increasingly working with more young people and practitioners across the nation. However, the charity is also aware that as part of its drive to impact those who are most vulnerable to gaming and gambling harms, more needs to be done.

For this reason, YGAM commissioned ClearView Research (CVR) to do an external audit of the organisation and the YGAM 'In The Know' booklet. This is part of YGAM's efforts to deliver culturally appropriate services that meet the needs of those from black, Asian and minority ethnic (BAME) communities.

As part of this audit we reviewed the following:

1. YGAM's Resources (e.g. 'In The Know' Booklet)
2. YGAM's Website
3. YGAM's Social Media Channels
4. YGAM's Staff, Senior Leadership Team & Board of Trustees

All the above including our in-house expertise have informed our thinking and our recommendations in this report.



**YGAM REVIEW:
THE RESOURCES**

YGAM Review: The Resources

How will these resources respond to the different communities within the BAME umbrella?

After reviewing each lesson plan as well as its accompanying resources and scheme of work, it is clear that the lesson plans have been carefully designed to be as convenient as possible for schools. All of the lesson plans highlight how the lesson objectives and outcomes are linked to the RSE and PSHE curriculums for both KS3 and KS4.

We believe the lesson plans achieve the objectives extremely well and that they do well to adjust to the age of the students i.e. being more gaming focused for the Year 7s and more gambling focused for Year 11s. We understand that it is difficult to create educational material on gaming and gambling; whilst aligning that material to existing and rigid curriculum outcomes.

Nevertheless, overall, we feel that students from the different communities within the black, Asian and minority ethnic umbrella will respond positively to these resources. However, there are some lessons where if they were made more challenging or if conscious changes are made could result in better engagement and provide extra value for these students. The separate YGAM Resources Review document is more specific to which resources we feel these can be made to.

Nonetheless, generally, the main areas of improvement are the following:

1. Diverse Representation

It would appear that the additional resources utilise royalty-free stock images and due to this, the resources with imagery lack diversity. There is a serious lack of diversity when it comes to finding free-to-use images online, which we do understand. However, a lack of diversity in the resources provided may reinforce certain perceptions e.g. that certain communities do not have a problem with gaming or gambling or that the topic being discussed relates to a particular group of students.

These perceptions may affect the level of engagement of students, which may result in them missing out on valuable lessons they may need. This point is not only about the imagery but the choice of example stories and the context of fictitious scenarios too.

2. Mitigating Teacher Reliance

-The resources that were not reviewed were the PowerPoints that would be connected to each lesson plan; and therefore without knowing what students see it has been assumed that the PowerPoint may differ as teachers may opt to design their own. We understand that this is part of the balance of creating educational material that is simultaneously fit for purpose and is convenient for teachers.

YGAM Review: The Resources

However, if a teacher is not particularly engaging then the resources and the activities should do that. Nevertheless, one overall suggestion could be leaving notes for teachers to explore more borderline activities i.e. when money is introduced to normal games to see what may shape students' understanding of gaming and, or, gambling. In order to have engaging conversation in the classroom for all students.

3. Diverse Thought

A simple read of the lesson plans and their objectives; and it is obvious that the plan is clear and simple. This is great, however, it does not encourage users of the lesson plan to think how best the plan can work for their students. Particularly, if they have students from communities within the black, Asian and minority ethnic umbrella. YGAM should explore how rephrasing the main activity questions may be better suited, whilst maintaining the outcomes tied to the RSE and PSHE curriculums.

For instance, when discussing support services, ask students to see why someone from their community would struggle to access those services or when thinking about gambling to think about it in the context of a school playground, at home or at their local youth centre. Gambling and gaming can happen anywhere, by anyone and therefore the tasks in the lesson plans should have students thinking as wide as possible, to cause them to reflect on their own lives and therefore engage more with the resources no matter their background.

4. Challenging Conversations

Some of the lesson plans and resources; outline a clear definition for the topic being discussed or handled, however, for some of them it feels as if it is assumed that all students have the same definition in their minds when discussing gaming and, or, gambling. Therefore, there are missed opportunities to discuss what gambling means to the students allowing them to respond from a personal perspective.

There should be more challenging topics that allow for students to use their voice and also, share the voice of people not in the room with them. This is linked to our point on diverse thought, however, challenging all students to think about gaming and, or, gambling in the context of what they are learning, as well as, an activity they may engage with regularly really provokes more engagement. This is because less students will feel "this is not for me" when the discussion is going on.

How will conversations around the role played by religion and culture be opened up using the resources, and at YGAM workshops?

After conducting the review, it is felt that there is no clear or direct activity to discuss the role religion and, or, culture could play in a student's understanding of gaming or gambling. Despite this, there are still opportunities to do so.

YGAM Review: The Resources

However, it requires the teacher to be proactive to probe the conversation, or at the very least students to bring up the conversation.

We understand that not all classroom dynamics or even school demographics are the same, however, all students can be challenged to have this type of conversation based on their reality and their perception of others. The conversations about religion and, or, culture could be opened up by discussing whether gambling should be banned or considered immoral, discussing the different reasons people do not gamble, or even how they feel gambling and, or, gaming is done in their community in comparison to other communities in the UK and, or, the world.

The separate YGAM Resources Review document is more specific to which resources we feel can be easily tweaked, however, for future reference the points mentioned are things YGAM should consider when developing materials. Furthermore, it is felt that if the four areas of improvement (diverse representation, mitigating teacher reliance, diverse thought and challenging conversations) are touched upon, then overall these conversations are more than likely to be free-flowing.

How will these resources respond to a BAME 18-25 university student audience?

After speaking with Peter Woodward and taking into our thoughts from the review, we feel that these resources would respond well to a student aged 18 to 25 and from a black, Asian or minority ethnic background.

However, only once the suggested areas of improvement are made. All university students should be made to feel that the conversation can be had with and without them in the room. As there is no need to be limited by the outcomes of the RSE and PSHE curriculums, conversations can be more direct in discussing the following questions:

- What is gaming or gambling?
- Where is the line between gaming and gambling?
- Where is the line between a game e.g. Black Jack¹ and gambling?
- What in my life and upbringing has shaped how I see gaming or gambling?
- How do I personally see gaming or gambling?
- How do I feel people different from me see gaming or gambling?
- Should people game or gamble?
- Why do people game or gamble?
- Why don't people game or gamble?
- When does gaming or gambling start to become a problem?
- How and where do I seek help, if I feel it's becoming a problem for me or someone I know?
- How and where do I seek help, if it has become a problem for me or someone I know?
- What may prevent me from seeing I have, or someone I know has, a problem?
- How do I overcome those barriers?



**YGAM REVIEW:
THE CHARITY**

YGAM Review: The Charity

The following recommendations have been provided following a review of the following:

- YGAM's Resources
- YGAM's Website
- YGAM's Social Media Channels
- YGAM's Staff, Senior Leadership Team & Board of Trustees

The recommendations also reflect our in-house expertise in the areas of diversity and inclusion, governance and sustainability.

1. YGAM should diversify its content material to showcase the diversity of the target population, particularly people from black, Asian and minority ethnic (BAME) backgrounds.

In order for YGAM to appeal to a wider audience and better engage with people from BAME communities, the charity needs to intentionally promote more diverse pictures, videos, case studies, resources and other forms of content that visibly show the diversity of the target population.

The visual message needs to be clear that 'problematic gaming and gambling harms' is something that affects us all - regardless of our race/ethnicity/culture. If people from BAME backgrounds do not visibly see people like themselves in content that the charity promotes, they are less likely to engage with it.

People from BAME backgrounds need to see themselves in YGAM content. As we cannot run the risk of enabling people to continue to perceive that this is not a problem that affects them or everyone, when we know it does.

“

It's about the perceptions - this is why Black people are hardly on the adverts for gambling things.

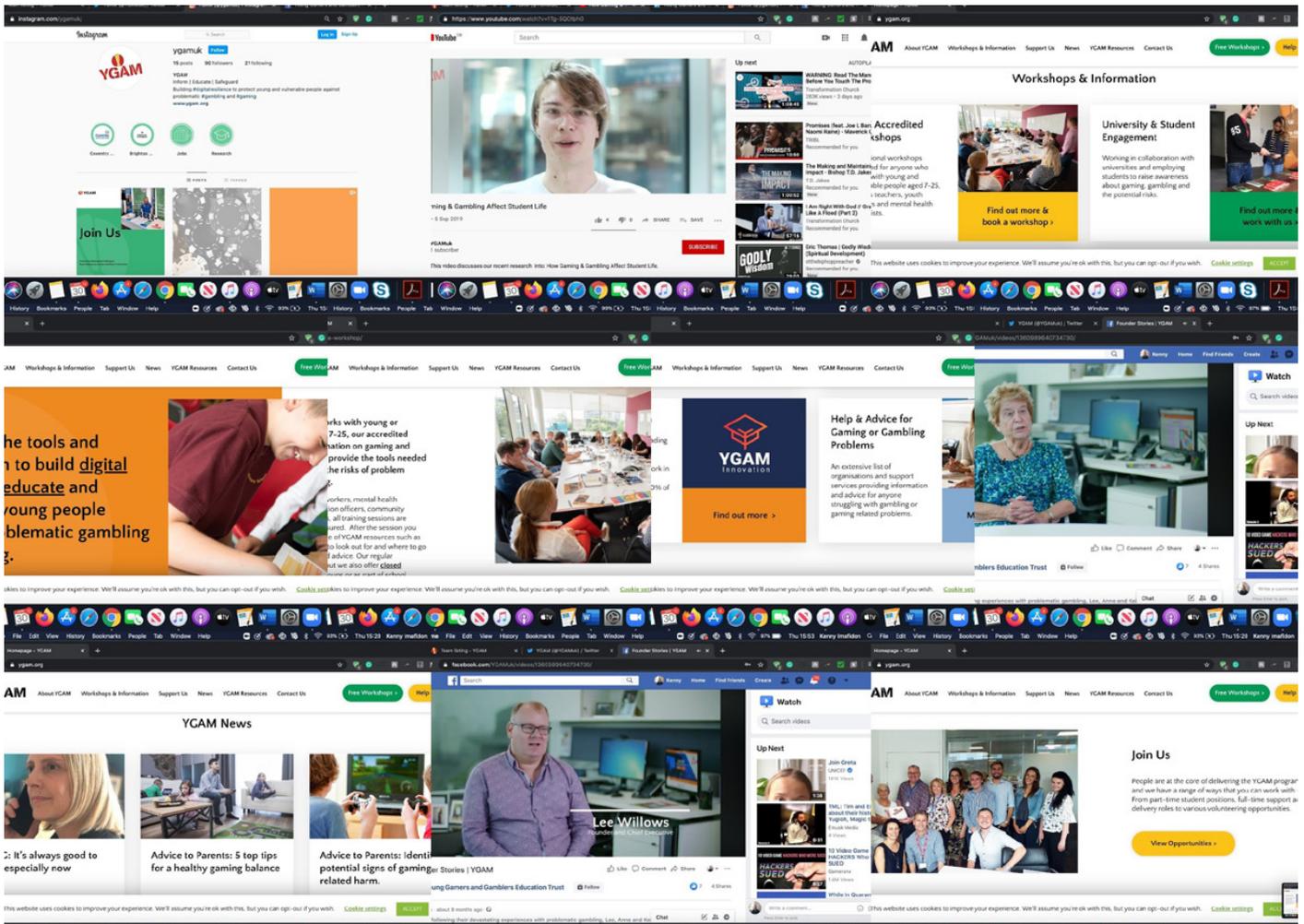
*Participant,
(Gambling: Young BAME perspective)*

”

Based on our review of YGAM resources we saw opportunities for the resources to be diversified. We could tell the resources being used were royalty-free stock images; therefore there was a serious lack of diversity presented. We would recommend YGAM to pay or produce their own images for their resources.

The scenarios in the resources we reviewed were also good but lacked diversity; research into the stories of people who are from BAME communities who could not gamble openly. Also, a simple thing could be to diversify the names of characters. The lack of diversity may reinforce certain perceptions that may affect the level of engagement of students from BAME communities and ultimately the value gained.

YGAM Review: The Charity



This collage of photos above is made up of screenshots of what a user sees as they navigate the YGAM website. Based on what you can see, what does this honestly tell you about YGAM?

We are aware that the YGAM website is designed to meet the needs of a range of audiences such as practitioners, funders and young people. Yet, we believe that this is no reason for the lack of diversity shown on its website or other YGAM owned channels (e.g. Twitter and YouTube).

However, it is important to note that YGAM's content creation and marketing efforts do not have to focus on any particular BAME group. But it does need to be reflective of (gaming and) gambling users in different settings and based on the different types of gambling. The more the organisation thinks - not just looks - like the service users, the better placed the organisation will be to help them.

YGAM Review: The Charity

Case Study - MS Society

The Multiple Sclerosis (MS Society) is an example of a national charity we have worked with and given a similar recommendation to. The MS Society is a vibrant community of people from all walks of life, living with or affected by multiple sclerosis (MS). They are scientists, campaigners, volunteers, carers, fund-raisers and friends. And they support each other through the highs and lows and everything in between.

Together they have created the largest MS charity in the UK and they have 270 local groups supported by 5,000 volunteers, to provide a community of care and support to thousands of people living with and affected by MS. They bring people who have been affected by MS together and provide them with a range of vital services.

The MS Society aims to help everyone with MS and take this goal seriously. In pursuit of that goal, the MS Society acknowledged a need to address the underrepresentation of certain groups within their own databases and research as well as the UK MS Register.

MS Society commissioned CVR to do a study to identify the barriers or reasons to why people with MS from the underrepresented groups identified (e.g. people who have been newly diagnosed with MS; people with MS that are from either a Black or Asian ethnic background; people with MS that are aged between 18 and 50 years old; people with MS that identify as being LGBTQQIA+; people with MS that follow a non-Christian religion/faith; and people with MS that live in rural areas) do not want to engage with the MS Society, why they do not sign up to the MS register, and what the MS Society could do to address these barriers or reasons.

As part of our study, one of our key recommendations was that the MS Society should diversify its content material to showcase the diversity of the MS Community - and for similar reasons to that of YGAM.

The MS Society has since been making steps to address the issues we have highlighted in regards to diversifying their content and showing the diversity of the people who are affected by MS - who are not just old and white people, as some people may suspect.

YGAM Review: The Charity

Here are a few examples to showcase the new type of content they have since gone on to produce following our work:

 [Junior's Story | MS Society](#)

youtube.com



 We asked UK soul singer Junior Giscombe to share his experience of MS in his own words. He'...

[Click Here to View](#)

 [Donna shares her story fo...](#)

youtube.com



 Donna was diagnosed with multiple sclerosis (MS) when she was 17. Find out how she's supporting ...

[Click Here to View](#)

 [Jacqueline shares her sto...](#)

youtube.com



 Jacqueline was diagnosed with relapsing remitting multiple sclerosis (MS) in 2008. Find out how sh...

[Click Here to View](#)

 [Volunteer](#)

mssociety.org.uk



[Click Here to View](#)

YGAM Review: The Charity

2. YGAM should diversify its staff and leadership team to include more people from BAME backgrounds.

The charity sector as a whole is failing to reflect the racial diversity of the individuals, communities and geographic it serves. **Only 9% of the voluntary sector workforce is from a BAME background**, this figure decreases significantly in more senior positions.²

The more the team and senior executive team at YGAM represent the target population it seeks to work with the better. As of the last census, 13% of UK population is non-white and YGAM should aim to at least hit this target within it's team.³

The evidenced value of a more diverse team cannot be overlooked, especially as the organisation strives to engage with groups in society that are considered 'seldom heard,' 'hard-to-reach' and culturally diverse.

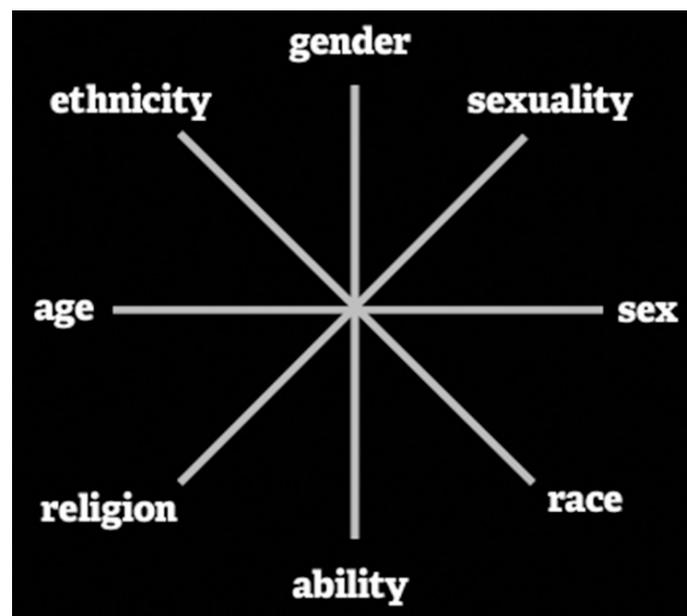
“

It's obvious really; if you employ a wide range of people from various backgrounds, ages, levels of education, sex, LGBT etc., you're inviting a wide range of experience, points of view, beliefs and ideas into the mix.⁴

”

A more diverse YGAM team = a **smarter** team⁵ + a more **creative and innovative** team + more profitable business.⁶

However, it is important to note that **YGAM must take an intersectional approach when looking to hire a more diverse team** and must look at other factors other than race/ethnicity such as: gender, age, sexuality, sex, ability and religion.



3. YGAM should review and refresh their social media engagement strategy, if it wants more young people and people from underrepresented groups to engage with them online, take part in their research and other activities.

YGAM Review: The Charity

There is a great opportunity to grow YGAM's social media platforms and influence online. By achieving a strong social media presence, YGAM will be able to do the following:

- Increase its brand recognition
- Increase the traffic to website
- Increase its brand loyalty
- Build an online community
- Gain additional insight on audiences
- Gain further credibility in the gaming and gambling sectors
- Gain more opportunities to increase YGAM exposure
- Increase traffic to their blogs
- Increase in valuable connections (and ambassadors)

There is also a great opportunity for YGAM to begin to use its social media channels in a more interactive way through executing timely and effective campaigns that boost YGAM's online presence and increase its followers.

YGAM's social media channels have a lot of potential for growth but its current strategy of cross-posting on social media is not the greatest strategy and the approach needs to be changed.⁷

“

You know that guy who tells the same story at every party, and everyone tunes out as soon as he starts talking? That's how your audience feels when you repeat content—like they'd rather be elsewhere.

”

If online audiences realise that YGAM's content is posted to its other media channels, they are likely to encounter the feeling that the account is automated and does not have a unique “personality.” This is not a great look as the online audience's willingness to engage on social media channels may reduce if they believe online content has been recycled.

YGAM needs to ensure that content shared on each of its different social media platforms are tailored to grab the attention of the key audience that each platform attracts. For example, given that most users on Instagram are younger, content should be curated towards a younger audience. Therefore, the length, tone, language and topic of your content should be determined by how appropriate it is for each separate channel.

YGAM Review: The Charity

“

If you post an inappropriate or irrelevant piece of content to a particular social platform it may be ignored or worse – it could cause followers to unfollow/unsubscribe.

”

YGAM needs to have a strong personality online. As there is a clear need for YGAM to directly engage with more people on a personal level online and to directly invite people to get involved with it's work.

4. YGAM should partner with more authentic organisations/groups who are trusted by people across the cross-section of the BAME community.

YGAM needs to be seen as an ally to other organisations, groups and people working with people of colour, as opposed to a mainstream 'white' gaming and gambling support organisations. Increasing the number of partnerships and relationships YGAM have with organisations/groups that are trusted in minority communities, will help to strengthen the charity's offer, value and relevance to its target audience. Also, from an impact standpoint, it will enable YGAM to have greater access to people from underrepresented groups.

YGAM should invest in a stakeholder mapping exercise to identify specific organisations, groups and leaders in the areas it operates. So that it can engage and partner with them to increase its access to work with people of colour.

5. Recruit at least 2 new trustees to the YGAM board within 6 - 12 months.

“

When one in 12 trustees are named either John or David and the average age of a trustee is over 60 – it's no secret that board diversity is an issue.

Young Trustee Movement

”

“

The third sector is still lagging behind the private sector in terms of diverse governance.

Inclusive Boards

”

YGAM Review: The Charity

92% of trustees in England and Wales have an average age of 55-64 rising to 65-74 in smaller charities. Despite making up 12% of Britain's population, 18-24 year-olds account for less than 0.5% of all charity trustees.⁸ YGAM's work seeks to benefit young people, yet there is no real representation of young people in its governance structure.

The current YGAM board could be more diverse and include:

- A trustee from the target population: e.g. young person with lived experience or practitioner with lived experience
- A trustee under 30 years old, as less than 3% of charity trustees are under the age of 30⁹
- A trustee from a BAME background¹⁰

“

Benefit of the board shake-up is tackling group thinking, fresh ideas and ensuring equity and representation of the board. Having a wide range of perspectives represented in the boardroom is critical to effective governance.

”

As an agency experienced with advising leadership and governance teams at leading charities, where young people are the key beneficiaries. We cannot stress the importance of having a diverse board that includes trustees aged 16- 30, trustees with lived experience and trustees from non-white backgrounds.

We appreciate that there is currently a young person advisory board, however, YGAM should not stop there. It is vital and necessary that young people are placed in governance roles at YGAM and can meaningfully influence the decision making and organisational strategy.

“

Young people should be at the table where decisions are made and not just the menu.

”

6. YGAM should set up an advisory board that is specifically focussed on engaging BAME communities that includes faith leaders too.

YGAM should set up an advisory board, which is focussed on engaging with the BAME community. This advisory board could provide an opportunity for YGAM to build a diverse funnel of voices to influence strategic decision making and also help to improve YGAM's engagement tactics and ongoing work.

YGAM Review: The Charity

YGAM should ensure the individuals on this advisory board are reputable and trusted figures in the communities they are from, who have an in-depth understanding of people from their particular background and culture. **Advisory boards can prove to be very effective to ensure that BAME community voices are heard through YGAM.**

7. YGAM to publicly express its Diversity, Equity and Inclusion commitment, policies and practices.

YGAM should create a Diversity, Equity and Inclusion statement that includes its:

- Interpretation and definition of diversity, equity and inclusion
- Approach to board and staff recruitment, and in some cases its diversity targets
- Way of involving its communities of interest in its decision-making
- Amount, type and duration of funding allocated to particular groups or communities of interest
- Programmes specifically focused on aspects of diversity
- Approach to promoting diversity, equity and inclusion through its wider behaviour, such as supply chains, carbon footprint, and pay policies

This Diversity, Equity and Inclusion statement would provide a clear commitment that YGAM is on this journey of not only trying to engage a diverse population and tackle inequalities in relation to gambling and gaming related harms. However, this would also show that YGAM is committed to doing the work it needs to do internally, and is open to be held publicly accountable on this. **Transparency like this would strengthen the charities ability to engage with more diverse communities and essential partners on your journey to be a more diverse, equitable and inclusive organisation.**



APPENDICES

Appendix 1:

Endnotes

1. The card game of Black Jack should not be confused with the casino card game Blackjack (also known as 21). Black Jack is a shedding-type card game and is a variation of the card games known as 'Switch' and 'Crazy Eights' where the objective is to have no cards left in order to win the game.
2. NCVO. (n.d.). Who works for voluntary organisations? [online] Available at: <https://bit.ly/36tuAKj> [Last Accessed 24 May 2020].
3. O'Brien, R. and Potter-Collins, A. (2015). 2011 Census analysis: Ethnicity and religion of the non-UK born population in England and Wales - Office for National Statistics. [online] Office of National Statistics. Available at: <https://bit.ly/2A1NGLw> [Last Accessed 24 May 2020].
4. Cattermole, G. (2020). Can diversity and inclusion make your team more innovative? [online] Training Journal. Available at: <https://bit.ly/2AZOaE7> [Last Accessed 24 May 2020].
5. See studies: In a study published in the Journal of Personality and Social Psychology, scientists assigned 200 people to six-person mock jury panels whose members were either all white or included four white and two black participants. The people were shown a video of a trial of a black defendant and white victims. They then had to decide whether the defendant was guilty. It turned out that the diverse panels raised more facts related to the case than homogeneous panels and made fewer factual errors while discussing available evidence. If errors did occur, they were more likely to be corrected during deliberation. One possible reason for this difference was that white jurors on diverse panels recalled evidence more accurately. Other studies have yielded similar results. In a series of experiments conducted in Texas and Singapore, scientists put financially literate people in simulated markets and asked them to price stocks. The participants were placed in either ethnically diverse or homogeneous teams. The researchers found that individuals who were part of the diverse teams were 58% more likely to price stocks correctly, whereas those in homogeneous groups were more prone to pricing errors, according to the study, published in the journal PNAS.
6. Ethnically diverse companies are 35% more likely to outperform competition. This makes culture-based engagement worth exploring. See McKinsey report.
7. Another point to note is that YGAM Twitter has many retweets and not enough curated content.
8. Charity Commission (n.d.). A Breath of Fresh Air: Young People as Charity Trustees. [online] Gov. uk. Available at: <https://bit.ly/3bZhm99> [Last Accessed 24 May 2020].
9. Charity Commission (n.d.). A Breath of Fresh Air: Young People as Charity Trustees. [online] Gov. uk. Available at: <https://bit.ly/3bZhm99> [Last Accessed 24 May 2020].
10. Inclusive Boards reviewed boards of trustees in the top-500 charities registered in England and Wales according to total annualized income.
 - Over half of the charities in the top-500 had 'all-white governance'. From the 500 charities surveyed, 287 (57.4%) had no identifiable BAME trustees whilst as many as 113 charities (22.6%) had as few as 1% to 10% BAME representation on their boards of trustees.
 - Our findings suggest that the third sector is still lagging behind the private sector in terms of diverse governance. Out of a total of 5,988 trustees listed by the Charity Commission just 379, 6.3% of trustees were from Black, Asian and Minority Ethnic (BAME) backgrounds. This compares to 8.0% of FTSE 100 company directors but was better than 3.5% of senior leaders in 500 public sector organisations.

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