

**Chair candidate pack**

**GAMBLING  
COMMISSION**

March 2021

## **Contents**

- Welcome - Rt Hon Oliver Dowden CBE MP
- About the Gambling Commission
- The Structure
- The Role
- The Person
- How to Apply
- Terms and Conditions of appointment
- Recruitment Timetable

Dear Candidate,

Thank you for your interest in becoming the new Chair of the Gambling Commission.

This position offers you the opportunity to play a unique leadership role in our country, setting standards in a dynamic industry of national economic importance, and impacting millions of people's lives. The Commission must balance the legitimate interests of many leisure gamblers with the critical needs of the minority for whom gambling can become a powerful and destructive addiction; and sustain the positive contribution the UK National Lottery continues to be successful in raising funds for good causes. As Chair, your responsibility will be to provide leadership and set the culture of this critical institution.

There are few jobs where you can make a real difference to millions of consumers for an entire industry, the thousands of people who work in the British gambling sector, and the future of the gambling industry as a whole. The Chair's work varies from regulating a National Lottery that raises an average of over £1.6bn a year for good causes, to driving action on player protection and safer gambling, to helping tackle illegal gambling operations.

You may already have some idea about the important work of the Gambling Commission, and this pack will tell you more about the purpose and nature of the Chair role.

The Gambling Commission has around 300 employees, mostly based in Birmingham, and its work is funded by £20m of fees paid by over 2,600 operators that it licenses. The Commission regulates commercial gambling in Great Britain, including activities such as arcades, betting, bingo, casinos, gaming machines, gambling software, lotteries and remote gambling.

The three statutory objectives that you as Chair would ensure are delivered are:

preventing gambling from being a source of crime or disorder;

ensuring fair and openness in gambling, and;

protecting children and other vulnerable persons.

The Commission also regulates the National Lottery and is responsible for maximising returns to the good causes and selecting which organisation runs the National Lottery. Last year the National Lottery raised over £1.8bn for good causes in the UK, and it continues to change the lives of people and communities nationwide.

The Commission also advises government on gambling-related issues, including legislation which affects the industry and its regulator.

If you believe you have the experience and qualities we are seeking to lead this important organisation, we very much look forward to hearing from you. For more information please contact [hchild@gamblingcommission.gov.uk](mailto:hchild@gamblingcommission.gov.uk).

Rt Hon Oliver Dowden CBE MP

Secretary of State for Digital, Culture, Media and Sport

## About the Gambling Commission

### Background

We are looking for the next Chair of the Gambling Commission.

The successful candidate will lead on the strategy and governance of this executive body and the delivery of its objectives. They will promote high standards of financial governance, encouraging the efficient and effective use of staff and other resources throughout the Commission.

The Gambling Commission was set up under the Gambling Act 2005 to regulate commercial gambling in Great Britain. The total annualised UK gross gambling yield is £14.3bn. The Commission is a non-departmental public body (NDPB) sponsored by the Department for Digital, Culture, Media & Sport (DCMS).

The Commission's activity is governed by the three licensing objectives set out in section one of the Gambling Act 2005:

- keeping crime out of gambling
- ensuring gambling is conducted fairly and openly, and;
- protecting children and vulnerable people from being harmed or exploited by gambling.

We are also responsible for licensing and regulating the National Lottery. Here our duties see us working to protect the integrity of the Lottery, protect players' interests and maximise funds to good causes.

The Commission's duties under the National Lottery Act are to:

- ensure that the Lottery is run with all due propriety;
- ensure that the interests' of all participants are protected;
- and to ensure the return to National Lottery good causes are maximised.

We are currently in the midst of a competition for the award of the 4th National Lottery Licence to a commercial operator to run the National Lottery and ensuring a smooth transition to the new licence in 2023. In addition, we regulate society and other lotteries, with a number of major charities and public organisations now running lotteries to contribute to fund-raising activity.

### How we regulate

On 1 November 2014 the Gambling (Licensing and Advertising) Act 2014 came into force. This Act requires any operator wishing to transact with consumers in Britain to obtain an operating licence from the Gambling Commission.



As a strong and effective regulator, we regulate in a transparent, accountable and consistent way.

We exist to safeguard players and the wider public by ensuring gambling is fair and safe and are committed to making faster, further progress in reducing harm.

We focus our resources on those issues and operators that potentially present the greatest risk to the licensing objectives and consumers. We do this by:

- licensing gambling businesses
- licensing people who work in the gambling industry, in specific roles
- setting out licence conditions and codes of practice
- carrying out compliance activities
- enforcement action and compliance work, if a business or individual breaches their licence conditions
- working closely with the gambling industry to raise standards
- providing advice and guidance to players and the public, and;
- being the leading authority on gambling-related statistics, data and research.

We are long established as an evidence-based regulator, which is valued as the authoritative source of statistics and other research in relation to the gambling market. We conduct research on consumer participation in gambling and the National Lottery and we gather regular market information. We publish our research and data to improve understanding of gambling in Britain, to inform our advice to Government, and to help shape policy development. This also includes data produced throughout the Covid-19 pandemic.

We are co-regulators with Local Authorities who have specific responsibilities, for example to license gambling premises and to manage gambling related risks at a local level. We also work in close partnership with law enforcement agencies such as police forces, the National Crime Agency and HM Revenue & Customs (HMRC) on crime and betting integrity matters; and with regulators such as the Advertising Standards Agency, the Competition and Markets Authority and the Office of the Information Commissioner.

Safer gambling is a key public policy issue and at the core of our statutory objectives. Through our work we have changed poor behaviour across the industry as part of our commitment to ensuring Great Britain has the safest gambling market in the world.

We work in close partnership with a wide range of organisations representing consumers and civic society and draw on advice and guidance from the [Advisory Board for Safer Gambling](#), (ABSG) which is an independent expert adviser to the Commission.

The ABSG is chaired by Dr Anna van der Gaag CBE, and oversees progress on the Commission's [National Strategy to Reduce Gambling Harms](#) which was published in April 2019. We also seek advice from a group with Lived Experience of gambling-

related harm and are advised by a Digital Advisory Panel which gives insight into the fast-evolving digital sphere.

Many gambling operators in Great Britain provide services in other international markets and we are well respected internationally and work with the European Commission and regulators in other jurisdictions on matters of common interest.

The National Lottery occupies a unique place in the UK's gambling landscape, as a low risk, mass market product to support arts, sports, heritage and community projects. We oversee the operator of the National Lottery, ensuring that it is run effectively and that as much money as possible goes to good causes. The competition for the next licence to run the National Lottery is a key priority for the Commission. You will be joining at a critical time as the Commission selects a winning bidder and begins the transition to the next licence, which will also see significant changes in how the Lottery is regulated.

For further information about the Gambling Commission please visit our website [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk)

## **Diversity and Inclusion at the Gambling Commission**

Our commitment to providing equal opportunities to all and creating a diverse and inclusive workforce is paramount in what we do. It is vital that the new Chair of the Board shares this ethos.

Board members and an organisation's staff should reflect our diverse society in order to ensure the sector has a leadership that draws fully on the different skills and perspectives our country has to offer. This is demonstrated in our recruitment, training, promotion, internal and external opportunities for our colleagues, which are based on ability and potential.

During a colleague's time with the Commission, we want them to develop to their fullest potential, and we guarantee that all colleagues will always be treated with dignity and respect. We understand that feeling valued and respected enables colleagues to give their best.

This isn't just the right thing to do. It helps build effective teams and better understand the wide range of people involved in the gambling industry we regulate.

The Gambling Commission's commitment to diversity and inclusion is underpinned by their Ways of Working. These are part of the performance expectations of everyone across the organisation – including the Chair. You can find out more about Ways of Working [here](#).

## **Commissioners**

We currently have nine Commissioners, including the Chair, who are all appointed by the Secretary of State for Digital, Culture, Media and Sport. More information on each of our Commissioners can be found [here](#).

We have five Board sub-committees and details about the role, remit and membership of each committee can be found [here](#).

## **The Senior Leadership Team**

Our Senior Leadership Team is the executive level management body for the Commission, more information about the senior staff who make up this group can be found [here](#).

## **The Role**

The Chair will lead the Commissioners of the Gambling Commission to deliver its statutory objectives and formulate and implement its strategic aims. The Chair's responsibilities are:

- Strategic leadership of the Board in setting the overall direction, policy and plans for the Gambling Commission;
- Supporting and holding the executive to account to ensure delivery of the Commission's business plan and forward strategy;
- Encouraging high standards of propriety and promoting the efficient and effective use of resources throughout the organisation; and
- Leading and motivating the Commissioners, and the Chief Executive, in undertaking their roles, including agreeing objectives and undertaking annual appraisals.

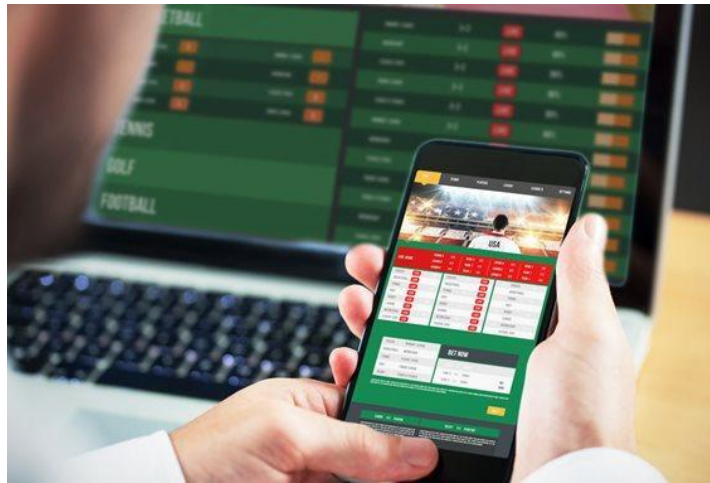
To execute the role successfully you will need the skills and abilities essential for chairing a high-profile public organisation as well as an understanding of fast moving, highly competitive markets and a knowledge of regulated industries.

The successful candidate must be able to demonstrate that they can command the confidence of the companies and organisations within the gambling industry and work constructively with the new National Lottery operator, as well as have empathy



and respect within the consumer landscape. A knowledge of the workings of Government would be a particular advantage.

The role demands close working relationships with diverse stakeholders, however, the candidate must also demonstrate the ability to ensure sufficient detachment to be seen as independent and driving standards within the industry.



## The Priorities

Key policy areas and therefore priorities for the Chair at present include:

- Managing a successful competition for the 4<sup>th</sup> National Lottery Licence and the transition to the new Licence.
- Responding appropriately and effectively to the forthcoming Gambling Act review.
- Continuing to drive improvements in consumer protection and prevention of harm, and evaluating the impact and success of changes already introduced.
- Anti-Money Laundering (AML) / illegal gambling related issues.

Key organisational priorities for the Chair at present include:

- Leading the Board and organisation at a time of significant scrutiny, including implementing the key recommendations identified as a result of recent Public Accounts Committee and House of Lords Committee reports.
- Overseeing the successful implementation of an ambitious internal change project to optimise the progressive culture within the organisation.

## The Person

Essential criteria:

Candidates must be able to demonstrate:

- The ability to lead an organisation in a high-profile and emotive policy area, including the ability to exercise impartial and independent judgement, drawing sound conclusions that are capable of justification under close scrutiny;
- The ability to lead the Board of Commissioners, working collaboratively to optimise the input of Commissioners, lead strategy and provide effective challenge and support to the CEO and executive.
- Strong relationship building skills, with the ability to command respect, and the ability to work with partners and other stakeholders to achieve objectives;

- Excellent communication and influencing skills including the ability to operate effectively and comfortably as an ambassador for the organisation; and
- High standards of integrity, and an understanding of the principles and practices of corporate governance.

## **Practicalities**

The time commitment is two days per week, with an expectation that at least one day each week will be spent in the Commission's Birmingham office.

The remuneration is: £55,000 actual (FTE equivalent £137,500).

## **How to apply**

To apply, please send:

- a CV of not more than two sides of A4
- a supporting statement of not more than three sides of A4, providing examples and setting out how you meet the criteria
- the Diversity Monitoring Form concerning your personal information and political activity, and
- the Declaration of Interests Form

Completed applications should be emailed to: [publicappointments@dcms.gov.uk](mailto:publicappointments@dcms.gov.uk)

Please put 'Gambling Commission Chair' in the Subject line.

If you have any questions about the appointments process, please email: [anders.eriksen@dcms.gov.uk](mailto:anders.eriksen@dcms.gov.uk)