

**Business plan
2020-2021**

Making gambling fairer and safer

Foreword



We begin a new year in extraordinary circumstances. The Covid-19 virus is having a profound and, in some cases, tragic affect on our lives. The gambling industry, like other parts of the economy, is feeling the effects of the measures taken to respond to the virus, which will bring significant challenges for the year ahead for all of us.

Social distancing measures mean that the majority of us, other than key workers, will be at home for most of the day. People may feel isolated and may be facing financial uncertainty. Now, more than ever, is the moment for operators to ensure that customer safety is paramount. As we publish this business plan, we are already seeing evidence of an increase in online slots, poker, casino gaming and virtual sports.

Gambling related harm must be drastically reduced. If operators cannot protect their customers from harm then we are ready and willing to act, if necessary, using our powers to suspend and revoke operating and personal licences.

Foreword continued

This business plan outlines the key projects and milestones we plan to complete during 2020-21. Inevitably, given the unprecedented circumstances we all face, some of the activities and target dates set out in this plan may have to flex in light of prevailing conditions. We intend to review it at the end of Quarter 1 and may publish a revised plan if that is appropriate.

This plan covers the final year of our current corporate strategy. Everything we do is centred around making gambling safer, balancing the enjoyment people get from gambling and identifying the risks that gambling can present to consumers and the wider public.

We deliver this work through five strategic priorities:

- ▶ Protecting the interests of consumers
- ▶ Preventing gambling harm to consumers and the public
- ▶ Raising standards in the gambling market
- ▶ Optimising returns to good causes from lotteries
- ▶ Improving the way we regulate

A major priority this year will be running a robust, fair and open competition for the next National Lottery licence. With the current licence ending in 2023, we are focussed on finding the right operator, who will innovate to engage players and protect them, run the National Lottery with integrity and continue maximising returns to good causes to benefit society.

We look forward to supporting the Government's planned review of the Gambling Act. We are already working hard to take account of the findings of the recent National Audit Office Report into gambling regulation.

Foreword continued

Protecting children and vulnerable people from being harmed or exploited by gambling will continue to be a major priority as we push the industry to create a safer market for consumers. We want to support the industry to implement and evaluate the following initiatives.

- ▶ Markers of harm
- ▶ Customer interaction
- ▶ Responsible product design
- ▶ Single customer view
- ▶ The use of advertising technology to minimise the exposure of children and vulnerable people to gambling-related advertising

Despite the challenges we all face, we must continue to make progress in these areas and wherever possible take opportunities to make gambling safer, especially online. We want to support collaboration and reduce the risk of progress being held up by the slowest, the least willing or the lowest common denominator. These initiatives form an important part of the implementation of the National Strategy to Reduce Gambling Harms.

This year we will set up an Experts by Experience Advisory Board. Their advice will ensure that the voice of consumers, particularly those who have experienced harm, more fully informs decisions at the heart of our organisation.

There is more to do to implement the National Strategy both through our own work and work undertaken with or by partners to ensure improvements in: prevention and education; and, treatment and support. We are determined to play our part, but real and sustained progress will require everyone to play their part. Evaluation is also vitally important, as it is the key to ensuring resources are focused on the areas that have the biggest impact.

Foreword continued

People are only granted a licence following a detailed investigation into their suitability and we make our expectations very clear through licence conditions, codes of practice and guidance. Our compliance assessments will ensure that licensees comply with both the letter and spirit of the regulations. Those who fail to meet our expectations will find our approach to enforcement getting even tougher than it has been to date.

The volume and complexity of our work continues to grow. In addition to our own compliance and intelligence leads, the number of consumer contacts we receive also continues to rise. We will continue to focus our resources on the areas that will have the maximum impact for the greatest number of consumers. We will also make sure that we have the capacity and capability to keep pace with the emerging issues and risks that regulating a complex industry requires. We must explore the case for a review of our fees as part of that work.

In summary, whilst progress has been made, there is still much more to do. We want to see a drastic reduction in the numbers of people who are experiencing gambling related harm or are at risk of harm. We are determined to do everything we can to make that happen.

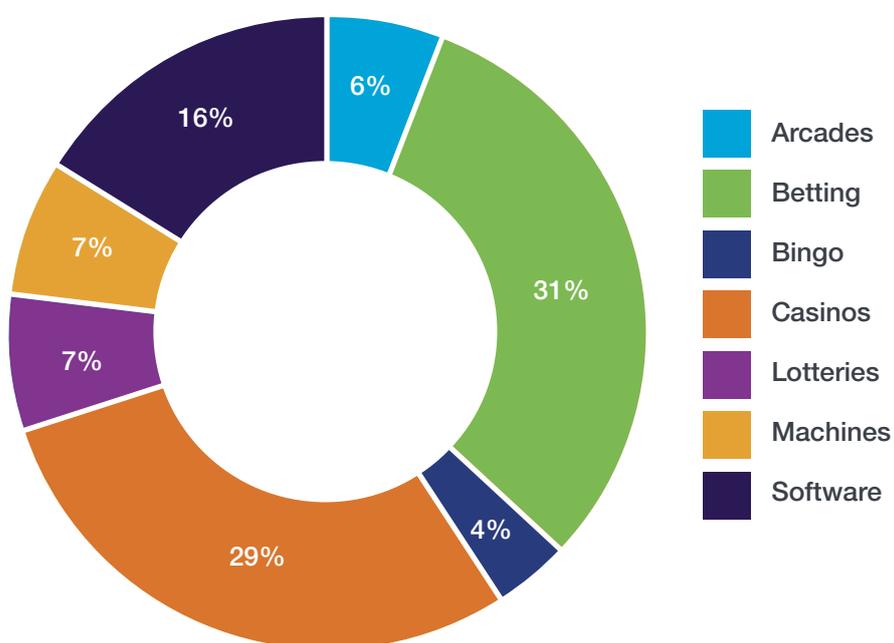


Neil McArthur
Chief Executive

Financials

2020/21 income

Our forecast fee income (excluding the National Lottery, which is funded by grant-in-aid) is broken down and shown in the diagram below and represents about **0.15%** of total industry revenue (measured by GGY*).



*Gross Gambling Yield – annual fees by sector

Protect the interests of consumers

We will:

Delivery:

- ▶ Make gambling safer by introducing regulatory requirements where appropriate, including in response to outputs from the Commission's industry 'challenges' covering VIPs/High Value Customers, Product Design and Advertising-Technology

Q2

- ▶ Advise the Secretary of State on the Government's review of the Gambling Act 2005

TBC

Prevent harm to consumers and the public

We will:

Delivery:

- ▶ Establish an Experts by Experience Advisory Board

Q2

- ▶ Publish an evaluation of our actions to reduce the risk of harm to children and young people

Q4

- ▶ Review our approach to measuring participation and prevalence and publish conclusions

Q4

Raise standards in the gambling market

We will:	Delivery:
▶ Make online gambling safer through targeted action to improve standards in the remote gambling sectors	Q1-Q4
▶ Protect against threats to betting integrity for international sports events hosted in Great Britain	Q1-Q4
▶ Deliver industry events and a programme of initiatives to raise standards	Q1-Q4
▶ Develop and embed an improved test house assurance framework	Q3
▶ Implement the Fifth Money Laundering Directive	Q4

Optimise returns to good causes from lotteries

We will:	Delivery:
▶ Respond to the current operator's strategy to increase money raised for good causes	Q1-Q4
▶ Publish Invitation to Apply for Fourth National Lottery Licence	Q2
▶ Publish conclusions following consultation on society lottery prize limits and transparency measures	Q2

Improve the way we regulate

We will:

Delivery:

▶ Establish the case for changes to Gambling Commission fees and provide advice to DCMS

Q2

▶ Publish clearer documentation about our Corporate Governance process

Q2

▶ Ensure our digital services are accessibility compliant

Q4

▶ Improve the licence application process

Q4

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