


# GambleAware

## Agency pitch

## RFP



PR and Partnerships

Date of issue: 16<sup>th</sup> August 2023

**STRICTLY CONFIDENTIAL**

## 1. Background

### 1.1 Introduction to GambleAware

GambleAware is the leading independent charity and strategic commissioner of gambling harm education, prevention, early intervention, and treatment across Great Britain. We're dedicated to keeping people safe from gambling harms.

Our strategy is based on an understanding of the needs of the population, and informed by the evidence of what works, as well as the voices of people with lived experience.

We work in close collaboration with the NHS, clinicians, local and national government, gambling treatment providers, as well as other mental health services, across four key areas by:

- **Advice, tools & support** – Providing information to help you, or someone you care about, make informed decisions about gambling. We will help you to understand and recognise the risks of gambling, and direct you to more information, help and support, should you need it.
- **Research** – Commissioning research and evaluation to increase our knowledge and understanding of what works in the prevention of harm. The gambling industry has absolutely no input at any stage in our research commissioning, delivery or publication processes.
- **National Gambling Support Network** – Commissioning the National Gambling Support Network (NGSN), a group of organisations across Great Britain which provides free, confidential treatment, as well as the National Gambling Helpline which takes around 42,000 calls a year.
- **Campaigns** – Producing public health campaigns on a national scale and providing practical support to local services and partners.

In April 2021 we published a five-year strategy based on the proposition that effective prevention of gambling harms requires this whole-system public health approach. Central to this strategy is delivering against our four commissioning objectives:

- 1) Increase public awareness and understanding of gambling harms
- 2) Increase access to services and reduce gambling harm inequalities
- 3) Build capacity amongst healthcare professionals, social prescribers, debt advisers, faith leaders, community services and others so they are better equipped to respond to gambling harms
- 4) Improve accessibility and effectiveness of the National Gambling Treatment Service

### 1.2 The role of partnerships and PR in the evolving landscape

PR and partnerships have a vital role to play in supporting GambleAware's ambitions to create a society free from gambling harm. By equipping people with the knowledge that gambling harms can affect anyone helps increase public awareness and understanding of the issue. Working with partners we are able to equip them to extend the reach of activity that engages a shared audience to signpost people to tools, advice and support across multiple relevant touch points, often via channels not available through paid advertisement.

Furthermore, successful communications can help GambleAware be seen as the go-to organisation to respond and comment on gambling issues in the media. This, in turn, builds our reputation and achieves greater influence amongst stakeholders to enable greater impact across all areas of work, including changes to gambling policy.

Since the start of 2022, we have seen the clear impact that our media activity has had in helping to drive awareness of gambling harms and position GambleAware as the leaders in this space. We saw over 600%

increase in coverage compared to 2021, which resulted in GambleAware activity driving much of the conversation in the media and on social about gambling and gambling harm. Our work also demonstrated the power of influential voices, with our spokespeople also playing a vital role in increasing awareness of the issue. We have engaged 43 partners across three campaigns since introducing partnerships into our marketing mix in 2022. Six partners have supported us with engagement across two campaigns and a further six partners have engaged with all three campaigns we have run so far. This activity has contributed a potential reach of 71.6m so far by leveraging trusted voices of organisations who are present in various touchpoints with our audience.

We need to continue to build on this success and continue in our journey to reduce the stigma around gambling and gambling harm, embracing our role as David vs Goliath in terms of the huge marketing spend within the gambling industry. There is a vital need to unite and activate a coalition of organisations with the shared vision of reducing gambling harms to signpost to relevant advice, tools, and support, but we also see opportunity in tapping into cultural moments and national conversations. We want to build partnerships inspired by simple insight, a shared vision of society or a brand truth that resonates with people. We want to think bigger than the obvious and create newsworthy impact at scale, with cut through that punches above our weight.

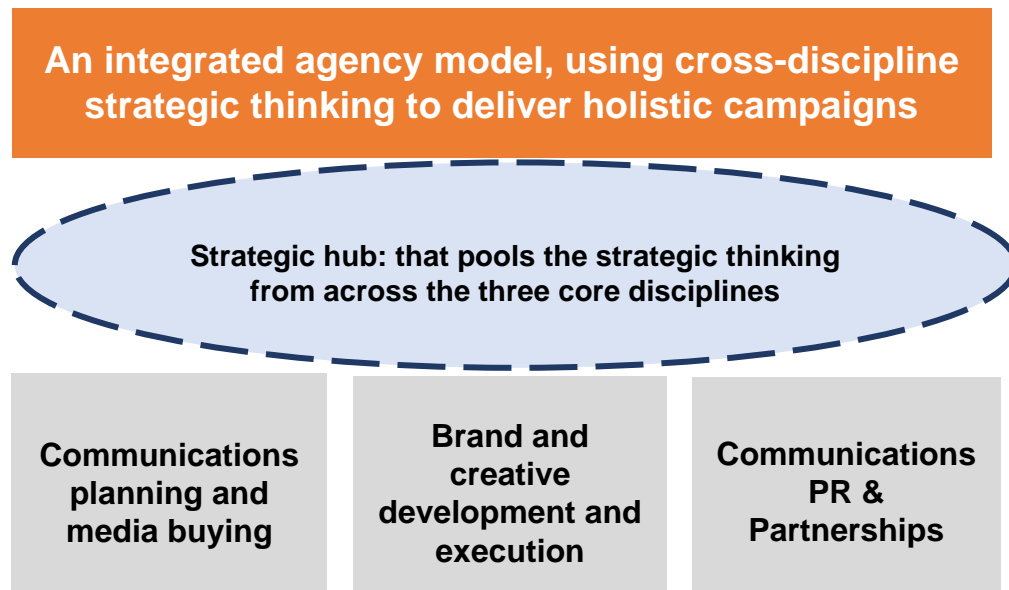
## 2. Summary of requirements

### 2.1 Our approach and strategy

Our aim is to be one of the most efficient and effective evidence-based health marketing programmes in the world. To help us achieve this, GambleAware is looking to create a world class integrated agency partner group. This will enable our select group of agency partners to work together effectively, in close collaboration with the GambleAware team, to develop clear strategic communications that deliver against our objectives. These trusted partners will work with us to **put behaviour change at the heart of our communications**, using logic models and other behavioural techniques to ensure utilising established approaches to changing people's behaviour. Alongside delivering evidence-based approaches to communications, we have a commitment to innovation, continually looking to learn and build the underlying evidence base.

The integrated agency group will work as an extension of the GambleAware marketing team, a close partnership that will deliver:

1. **Integrated strategic approach:** Using a strategic hub that joins experts from specialist agencies to develop truly holistic approach to our campaign framework and delivery.
2. **Specialist agencies:** This will be underpinned by specialist agency delivery, using best-practice approaches to media, creative, partnerships and PR.
3. **Blended way of working with internal team:** Recognising that the media landscape is consistently evolving and can be impacted by external environmental factors, including public affairs and developments across the public health space in relation to gambling, agencies will work closely with, and act as an extension of, the internal marketing and communications team.



A level of day-to-day delivery of PR and partnerships activity will be completed in-house, to ensure close collaboration and integration with our Public Affairs team and wider organisational expertise across the treatment, research and education sectors. However, recognising the changing landscape of the media and political environment there may be the need to lean on agencies to supplement and complement internal resource and activity.

Given the nature of the RFP combining PR and partnership disciplines, this RFP will be open to consortia bids. In the event of a consortia bid being submitted we would expect a lead supplier and key contact to be identified who will complete the bid on behalf of all members.

## 2.2 Areas for optimisation

To achieve our overall ambition as part of our work to raise awareness of the fact gambling harms can affect anyone, we see the core areas of opportunity for the successful agency(ies) being:

- **Integrated PR and partnership approach** – By utilising and aligning both strands of activity to achieve results that have significant reach and impact by delivering and developing:
  - Campaign PR that leverages the channel to secure earned coverage that delivers against the overarching objectives for the campaign in an integrated fashion.
  - Major strategic partnerships that have cut-through which support campaign activity and beyond.
- **Behaviour change** – Ensuring this is at the heart of our communications activity by encouraging conversations and igniting discussions amongst the wider public about the issue to influence people's behaviour and help reduce harm.
- **Talent strategy** - Delivering a clear talent strategy that could be part of a campaign or for longer-term, always on activity that supports GambleAware's wider objectives. This should consider an in-kind ambassadorial approach as well as tactical use of talent.
- **Digital innovation** – Through cut through across a range of digital channels to reach different audiences.
- **Environmental insight** – awareness of the wider health, political and cultural landscape and ensuring this context is reflected in our activity. Recognising the changing and evolving nature of the media environment and leveraging these to create cultural moments.

### 3. Agency questions

As we have outlined so far, there are some areas that we are looking to further develop through agency support.

| Criteria   | Score weighting                                    |
|--|--|
| Do you currently receive funds from or have clients operating in the Gambling Industry?<br><i>Please respond Yes or No.</i><br><i>Please note that GambleAware is unable to award work to agencies who have Gambling Industry clients and would require a 12-month period from any previous engagements.</i>   | No Score or Weighting<br><br>Pass or Fail          |
| Please provide a summary of your relevant experience and key team members whose responsibility will be to ensure that the requirements are delivered.  | No Score or Weighting                              |
| Please provide relevant PR and partnership campaign experience in the areas listed below, with supporting 2 or 3 examples or case studies. Responses cannot exceed 1000 word count or 2 sides of A4 paper.<br><br><ol style="list-style-type: none"> <li>1. Development and delivery of an integrated behaviour change campaign, within a blended team that has generated earned media through PR and partnerships. <i>If you have a relevant public health example, then please do include.</i></li> <li>2. Evidence of longer-term thinking and impact via campaigns that are culturally competent and address inequalities.</li> <li>3. Demonstration of how you have built a coalition of partners around an issue to deliver a high level of signposting activity.</li> <li>4. Provide examples of where you have used cultural moments or environmental factors to create a moment in time to deliver an impactful partnership or piece of PR activity that drove significant cut-through or reach.</li> </ol> | Weighting will apply as illustrated in section 3.1 |
| Please confirm that you agree not to have Gambling Industry clients, if your agency is awarded this work.  | No Score or Weighting<br><br>Pass or Fail          |

#### 3.1 The scoring methodology

Agency responses will be reviewed and scored (1-5) accordingly on each of the areas.

| Score/Score Description |   |
|-------------------------|---|
| 1                       | Did not substantively answer the question in any way  |
| 2                       | Answered the question but only partially  |
| 3                       | Answered the question adequately and displayed a good level of knowledge                              |
| 4                       | Answered the question very well and setting out clear examples  |
| 5                       | A comprehensive answer that includes examples, goes further, and articulates real context and clarity |

There are four ways that we're looking to assess the agency performance against:

| Area                 | Weighting of Score | Max Score | Final Score |
|----------------------|--------------------|-----------|-------------|
| The team             | 5                  | 25        | /25         |
| Ability to deliver   | 4                  | 20        | /20         |
| Strategic experience | 4                  | 20        | /20         |
| Innovation           | 4                  | 20        | /20         |
| TOTAL                |                    |           | /85         |

## 4. Competition selection process

### 4.1 Instruction to bidders

Please respond to all questions outlined in section 3 and send the completed response back to GambleAware as one submission in an electronic format including the agency details table included below in section 4.3.

Please submit your response to [info@gambleaware.org](mailto:info@gambleaware.org) by **6<sup>th</sup> September** and title your e-mail response for this competition “PR & Partnership RFP”. Please note that in order to allow for equal treatment of all agencies, late responses will not be accepted.

Any clarifications regarding this project can also be sent to [info@gambleaware.org](mailto:info@gambleaware.org) (deadline: 23<sup>rd</sup> August at 12:00), but please note that any additional information or clarification will be distributed to all interested agencies.

### 4.2 Selection Criteria

Agencies will be shortlisted on the basis of the response to questions outlined in section 3, in accordance with the scoring and criteria set out in this document. Responses will be evaluated by a Review Panel (made up of internal reviewers from GambleAware).

All bidding agencies will be notified of the outcome of the Review Panel. Shortlisted agencies will then receive a Brief 2 and be invited to pitch in late October, as outlined in the Timeline in section 5.

### 4.3 Bidder details form

Please complete the below information and return it to Gamble aware with your response.

|                   |  |
|-------------------|--|
| Organisation Name |  |
| Contact Name      |  |
| Position          |  |
| Address           |  |
| Telephone Number  |  |
| E-mail address    |  |

### 4.4 Additional information on this agreement

The brief is for a two-year framework agreement against our PR and Partnership work. Work will be awarded on a case-by-case basis, pursuant to a statement of work. There will be an opportunity to extend the framework agreement for a third year subject to a successful supplier review. The framework agreement will be awarded on a non-committal basis, meaning GambleAware will have sole discretion as to whether work will be awarded against the agreement.

Over the past financial year, GambleAware spent up to £1 million in PR and partnerships activities.

## 5. Timeline

### 5.1 Timings for RFP

| Date                   | Task  |
|------------------------|---|
| 16th August            | RFP launched  |
| 23rd August at 12:00   | Deadline for clarifications of tender from bidders      |
| 24th August at 17:00   | GambleAware will respond to all clarification of tender |
| 6th September at 17:00 | Final Bids from agencies                                |

### 5.2 Timings for the pitch and appointment.

As outlined in section 4, based on the scores, up to 6 agencies will then be short-listed for the final stage: the pitch.

| Date                       | Task  |
|----------------------------|---|
| w/e 15th September         | Shortlist agencies for brief 2 “the pitch”        |
| 18th September             | Share brief 2                                     |
| 27 <sup>th</sup> September | Agencies to share questions relating to the brief |
| 28 <sup>th</sup> September | GambleAware to share answers to questions         |
| 25th/26th October          | Pitch presentations                               |
| 30 <sup>th</sup> October   | GambleAware to finalise agency decision           |
| 31 <sup>st</sup> October   | Commence commercial negotiations                  |
| 28 <sup>th</sup> November  | Contracts finalised                               |
| 1st Jan 2024               | Contracted work begins                            |

## APPENDIX ONE: Gambling harms

There is a common perception that harm from gambling is restricted to relationships and financial losses. However, in reality gambling harms impacts all areas of our lives including workplace harms, health harms & cultural harms. Partners, children, parents, friends, communities can all experience harms from knowing another person who is experiencing gambling related harms. It is estimated that for every one person who is a “problem gambler”, 6 others are negatively affected by their gambling.

We regularly conduct research among those experiencing harm whilst those with lived experience of gambling harms are also key to any work we deliver. The research we conduct and insights we gain are from the following areas:

**GambleAware lived experience council:** A community of individuals who are willing to share their experience and knowledge of gambling harms to inform our organizational strategy and direction.

**Lived experience commissioning:** We commission the largest independent GB-wide network of those experiencing gambling harm (GLEN), alongside a group that works with treatment providers to improve the support and provision of its service users. (ALERTS).

**Experts by experience engagement:** We have a network of individuals that have been consulted previously on GambleAware projects who contribute to our work.

**Research among those experiencing harms:** Qualitative and quantitative insights among those experiencing harms to build the evidence base of lived experience of gambling harms (e.g. stigma, women, minority communities) and inform our commissioning.

The Problem Gambling Severity Index (PGSI)\* is used to measure the risk and severity of gambling problems. Nine questions determine the impact that gambling is having on someone’s life, from experiencing no significant impact through to a significant level of harm.

\*The PGSI scale is by no means the perfect measure of harm, but it is well-validated and widely used across the sector.

| PGSI score  | Non-gambler<br>PGSI score: N/A  | Non-problem gambler<br>PGSI score: 0           | Low-risk gambler<br>PGSI score: 1-2   | Moderate-risk gambler<br>PGSI score: 3-7  | Those experiencing harm or “Problem gambler”<br>PGSI score: 8+             | Note: Within this deck we have used our data from our Annual GB Treatment and Support Survey for volumes. Alternative data sets exist (Health Survey England & Gambling Commission) with different methodologies and therefore different PGSI volumes etc |
|---|---|--|---|---|--|---|
| Population volume   | 40.8% population or less  | 46.5% population or less                       | Up to 7.0% population   | Up to 2.9% population   | Up to 2.8% population  |   |
| Gambling Commission definition  | Those who have not gambled within the last 12 months                          | Those who gamble with no negative consequences | Those who experience a low level of problems with few or no identified negative consequences                              | Those who experience a moderate level of problems leading to some negative consequences | Those who gamble with negative consequences and a possible loss of control |   |
| Representation of frequency and likelihood of differences in harms experienced  | N/A<br>Not experiencing gambling related harms included within the PGSI scale |  | The frequency & likelihood of experiencing the following harms typically increase with PGSI score (see appendix for data) |   |  |   |
| Feeling guilty & Chasing losses   |   |  |   |   |  |   |
| Betting more than you can afford - Betting larger amounts for same excitement - Feeling that you have a problem - Financial issues - Mental health problems- Others criticising your gambling   |   |  |   |   |  |   |
|   |   |  | Borrowing money - Selling things to gamble  |   |  |   |
| Affected others   |   |  |   |   |  |   |
| Up to 6.5% of population - 3.3 million  |   |  |   |   |  |   |
| Those who know someone with a gambling problem (either currently, or in their past) and feel they have personally experienced negative effects from this person (or people's) gambling behaviour. Around one in five affected others are also experiencing harm from their own gambling |   |  |   |   |  |   |



## APPENDIX TWO: GambleAware's marketing and communications to date

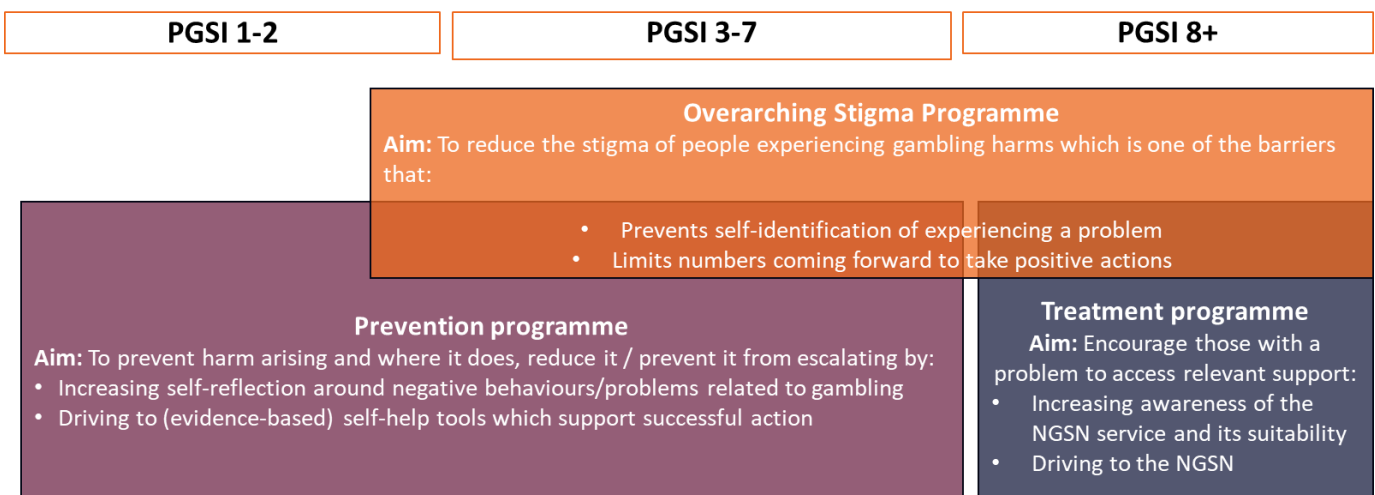
Marketing and communications plays an integral role in supporting the ambitions of GambleAware to create a society where everyone is safe from gambling harm. All our communications activity is designed to help us achieve our overall communications strategy to deliver against our ambition to be seen as the 'go to' organisation on gambling issues, by increasing our profile in national, consumer and health media. To achieve this, we are committed to ensuring:

- **Clear position and areas of ownership on core issues:** Including comfortable approaches on the hard and controversial issues
- **Data, evidence and insight led:** Own and promote the research we commission to demonstrate our credibility. Use this to support consumer friendly, newsworthy data to engage people on these core issues.
- **Spokespeople and case studies:** To land key messages with the press and general public, we need a range of relevant, resonant voices
- **Create opportunities for visibility:** Develop a calendar that delivers fewer, bigger, better opportunities for GA visibility that taps into external media moments.
- **Stakeholder engagement:** Building a community of supportive voices who support key GA positions

Our campaigns also draw on insight and principles from both the behaviour change and public health areas of expertise to reduce the harm from gambling. To date, campaign activity has focused on:

- Increasing awareness and understanding of gambling harms, particularly amongst those at risk
- Increasing access to services and reduce gambling harm inequalities, particularly amongst those experiencing gambling harm

Our campaign programmes as mapped against the PGSI (problem gambling severity index) spectrum are outlined below:



In April 2023 we launched our national behaviour change, public health campaign which aimed to reduce the **stigma** associated with gambling harms, by:

- Changing societal perceptions of people experiencing gambling harms
- Normalising help-seeking behaviours
- Driving action.

Stigma was chosen as a priority area as it has three negative impacts on those experiencing harms from gambling, through our campaign aimed to address the first two, whilst there will likely be an indirect impact on the third:

1. **Stigma is a barrier to self-identifying:** Stigma can prevent those experiencing harms (typically at lower to moderate levels) recognising they are at risk or would benefit from service provision. People distance themselves from what they perceive to be more 'extreme' stereotypes around gambling harms to avoid stigma.
2. **Stigma is a barrier to help seeking:** Stigma creates a barrier to engaging with treatment & support services, and support from community and peers. This due to concern they will be stigmatised by service providers /others, and/ or feel that they are not deserving of assistance due to their being of lesser worth due to their internalised stigma.
3. **Stigma is a harm within itself:** Studies have shown that the stigma associated with problem gambling has been linked with poorer mental health outcomes.

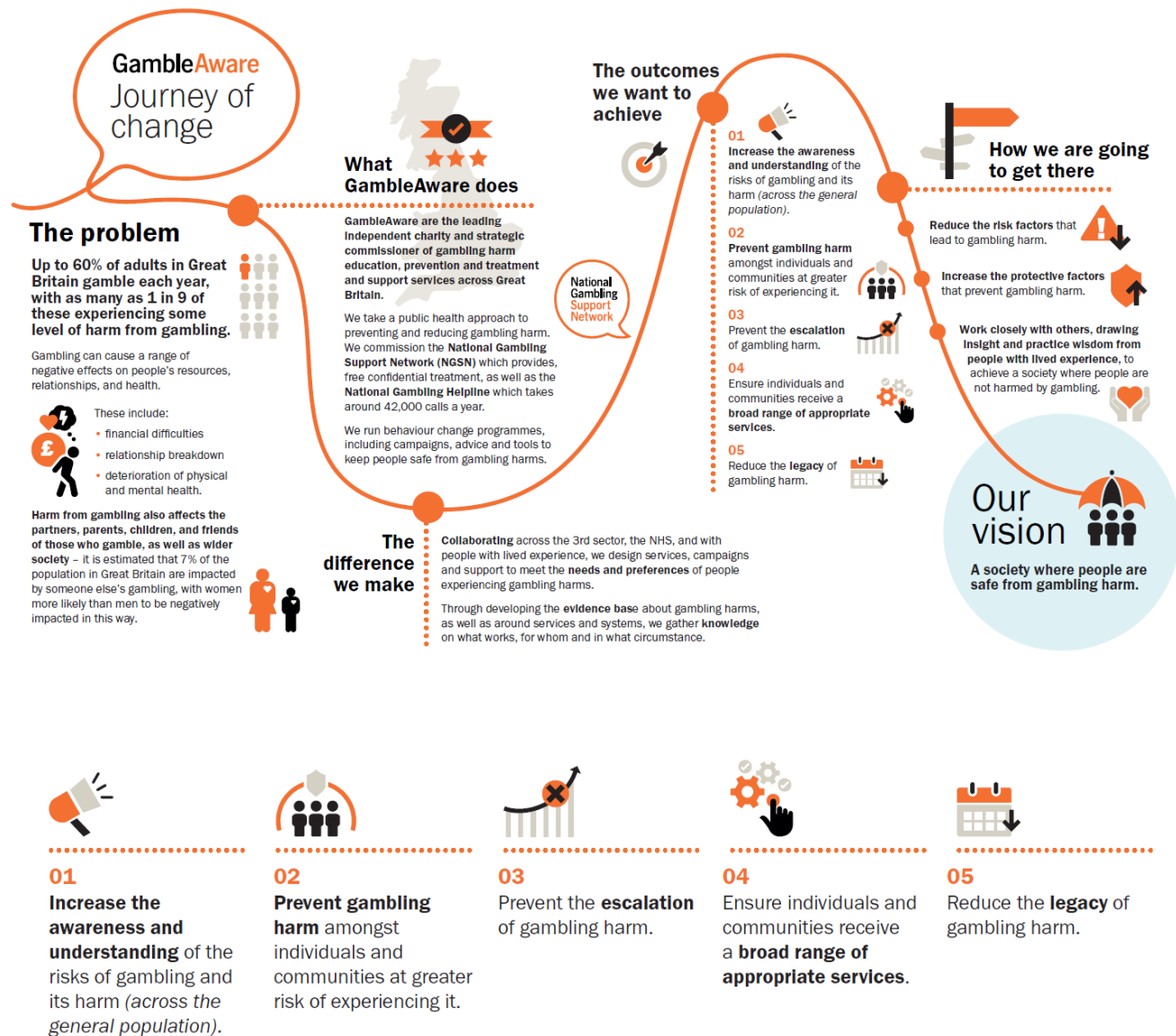
The campaign was designed to cut through, with distinctive and impactful creative work, given our limited share of voice. The campaign assets were co-created with the lived experience community to bring to life their experiences of gambling harms, putting their experiences at the heart of our communications.

### APPENDIX THREE: Guidance on language

GambleAware has developed [Media Guidelines](#) in order to promote and support responsible media reporting on gambling harms. They are based on the latest research, insights from gambling harms experts and feedback from affected communities. These guidelines are designed to be supportive, advisory and are in no way intended to limit press freedom. Their objective is to reinforce industry code of practice and editorial policies, to support journalists and programme makers in producing the highest standards of coverage around gambling and gambling harms.

The agency that will be awarded this PR & Partnership Framework Agreement will be asked to adhere to these guidelines.

## APPENDIX FOUR: GambleAware Impact Journey



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