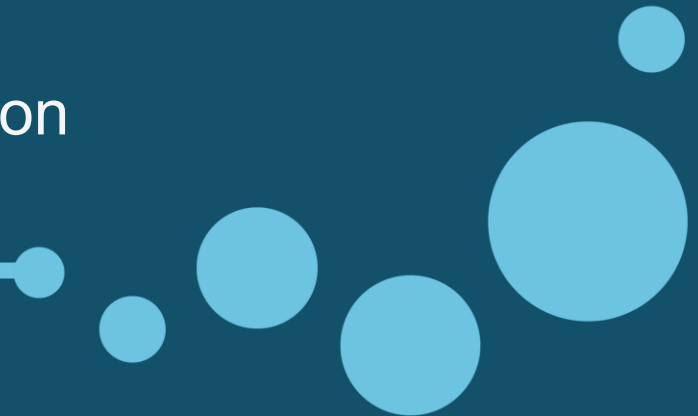


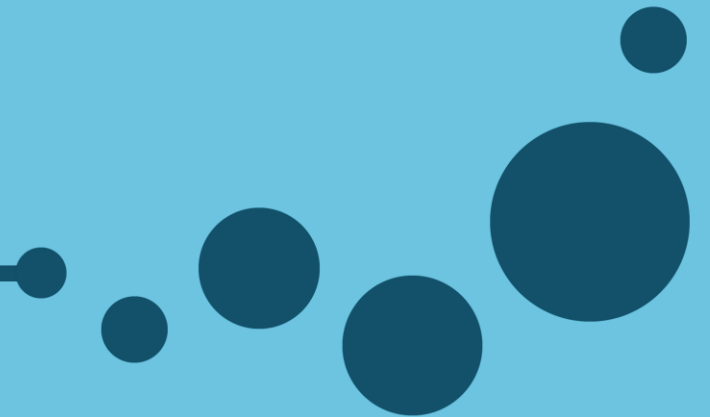
Comms on the fence

making impactful communications in a polarised environment

Jeanette Lewis and Anna Fawcett, GB Gambling Commission



Why the GB market environment differs



State of the market in Great Britain



British
market



£16.8 billion (£12.6 billion excluding lotteries)

Gambling Survey
for Great Britain



48% participation in latest annual report

Remote gambling



£7.8 billion (61% of all gambling excluding lotteries)

Online casinos
and slots

£5bn



UK adults
who have
internet
at home



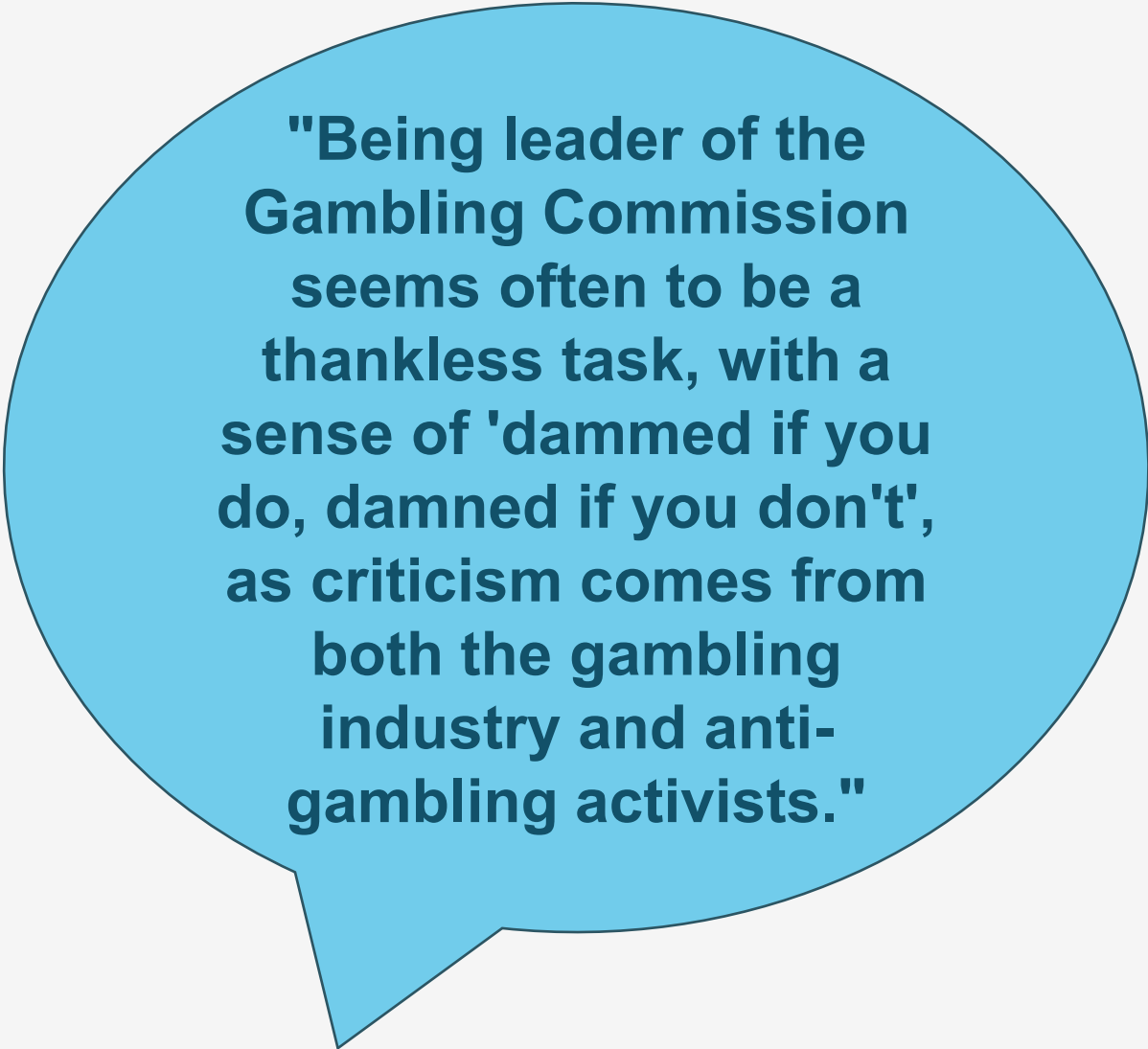
average
hours
spent
online
a day



how much
online activity
is using a
smartphone

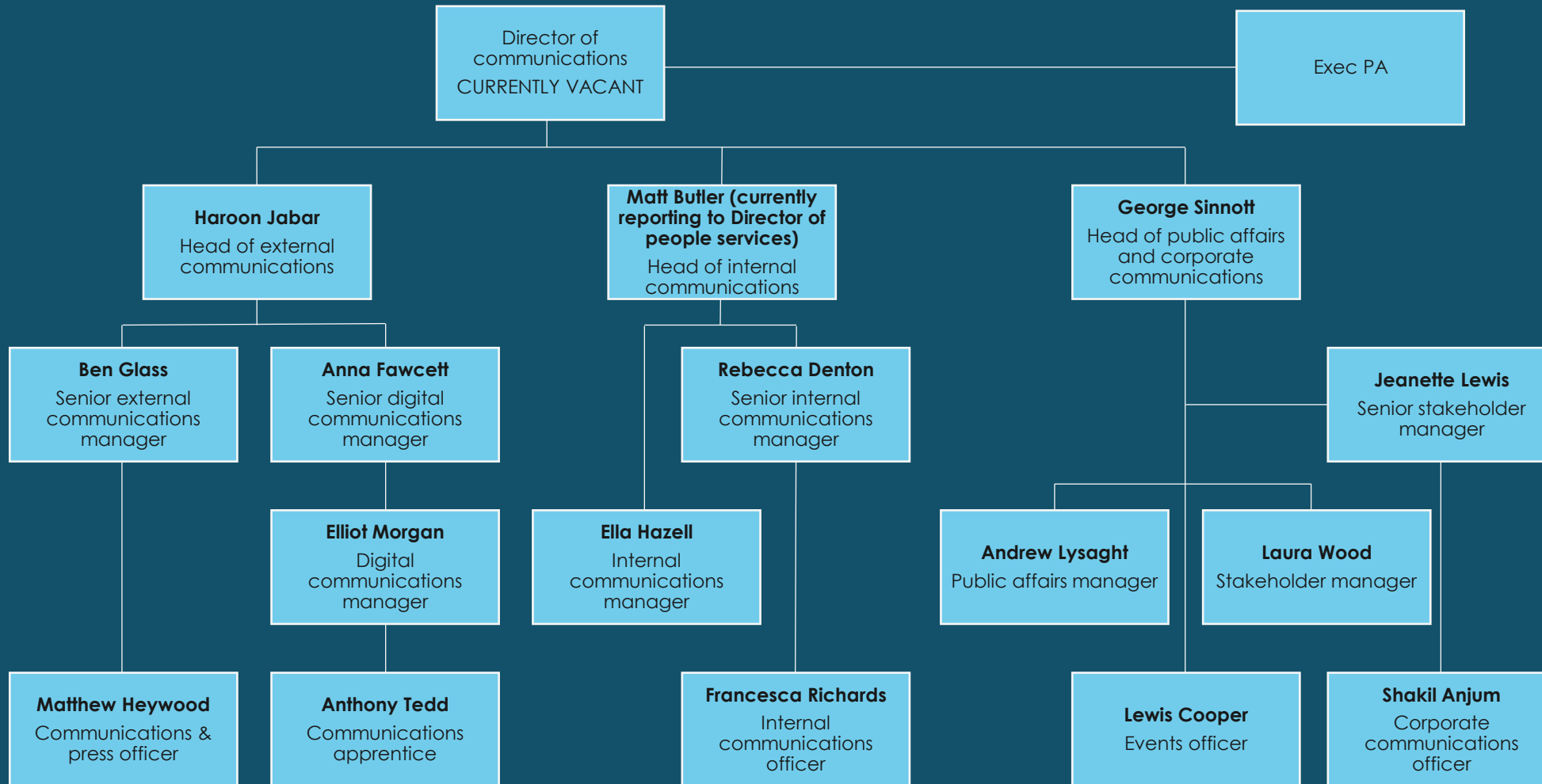
Factors driving UK market complexity

- Gambling Act White Paper "High Stakes: Gambling Reform for the Digital Age"
- New taxes, statutory levy and fees proposal
- Unlicensed market and channelisation



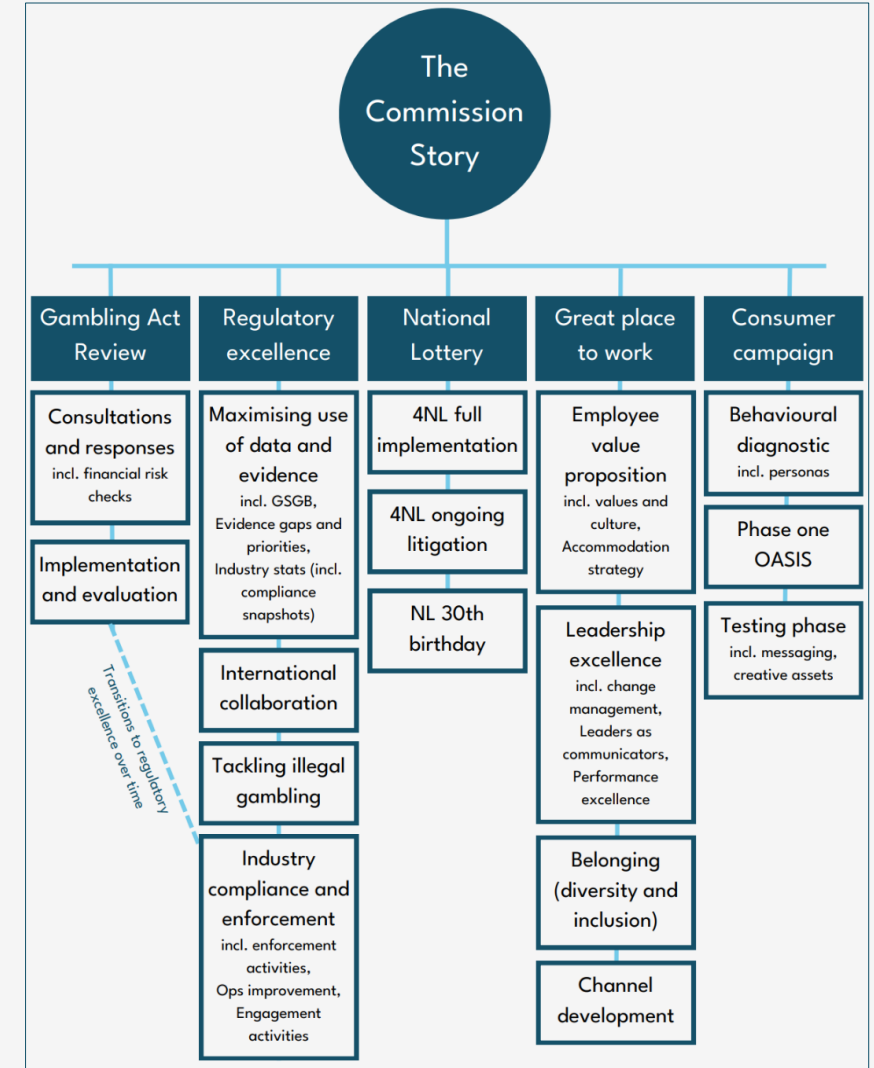
"Being leader of the Gambling Commission seems often to be a thankless task, with a sense of 'dammed if you do, damned if you don't', as criticism comes from both the gambling industry and anti-gambling activists."

Communications team structure



Communications strategy

- Five campaign pillars
- Some work on hold (consumer campaign)
- For now we continue the strategy's direction, in the absence of a director
- No public health or safety remit



Operators to the left of me, campaigners on the right...

Our aims

- Safer, fairer, crime free
- Compliance at earliest opportunity

Disconnect between what others believe we should be doing, in comparison to the above

Stuck in the middle (of regulators comms)

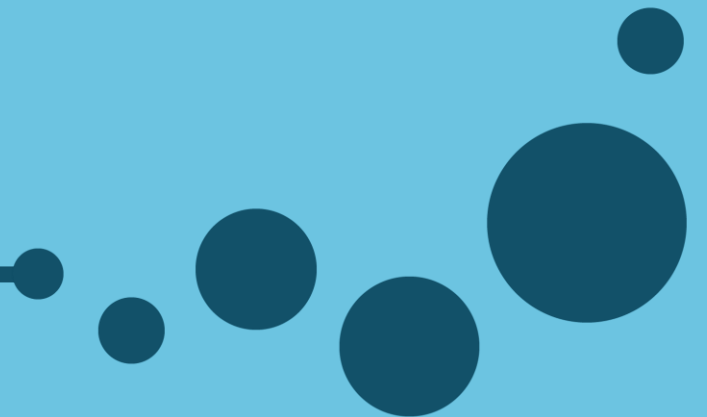
- British newspapers – there's a reason why they are (in)famous
- Leveraging earned media via speeches at 3rd party events



[This Photo](#) by Unknown Author is licensed under CC BY-S

Real scenes of our stakeholders deciding who hates the Gambling Commission the most

Comms innovation
activity to support the
strategy



External communications

Media liaison

reactive lines, responding to enquiries (very little proactive)

Interviews

briefing and organising

Social listening

using Orlo to listen in to themes and trends

Media training and briefing colleagues

Blogs

Supporting colleagues to communicate their work, sometimes ghostwritten

Social media and podcast

LinkedIn, X, YouTube, Instagram (coming soon)

Stakeholder engagement

Industry Roundtables

(CEO, Chair, Bacta, Bingo Association, Casino, Horseracing)

GC Industry Events

(CEO Briefing, Spring Conference, Topic specific webinars and supporting other external GC events)

International Engagements

(examples include IAGR, G2E, Gibraltar, Malta, Sweden etc)

Executive Visits

(CEO x6 visits annually, other members of Exec x1 visit annually)

CEO & Chair 1:1s

(top 10 operators x1 annually, others on an ad hoc basis)

External Events & Speaking Engagements

(invitation process, drafting speeches & briefings, OTD support)

Political engagement

Political Stakeholder Engagement

(meetings with DCMS, Ministers, MPs & other Government Bodies)

MP Correspondence

(reactive on constituent or policy issues, proactive on major announcements)

Parliamentary Questions

(monitoring of PQs and supporting DCMS with responses)

Political Monitoring

(debates, announcements, consultations)

Newsletters

(parliamentary newsletter & Local Authority bulletin)

Parliamentary Receptions and Events

(following GC invitation process, briefings and on the day support)

Operators' engagement forum

- Strengthening the relationship with the operators
- Driving proactive and collaborative regulation
- 73% of attendees left with an improved understanding of compliance requirements
- 96% indicated they would share learnings with colleagues in their organisations



Operators' engagement forum

**GAMBLING
COMMISSION**

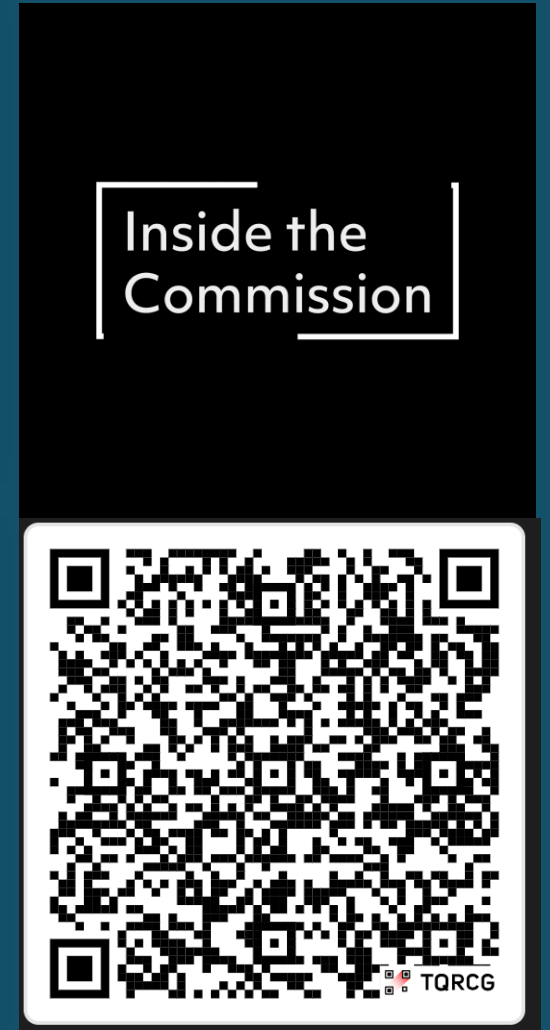
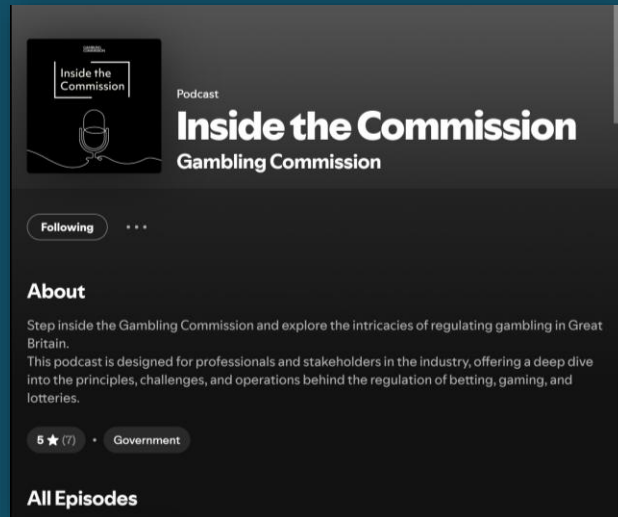
Spring conference

- Brings together operators, researchers, academics and others to discuss and improve how we design, collect and use research and data and collaborate to improve the evidence base so we can improve gambling regulation and outcomes for consumers.

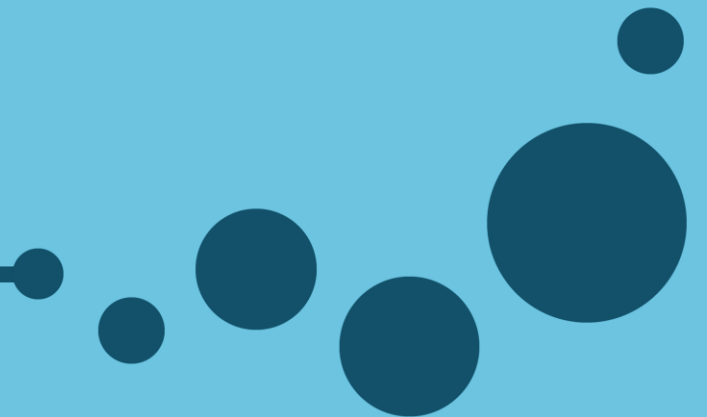


'Inside the Commission' podcast

- Launched early 2025
- Aimed at industry professionals
- Episodes are interviews with our own staff, with occasional external guests
- Anecdotal feedback matters – we want people to talk to us about it!
- QR code for the YouTube playlist. Also available on Spotify, Apple and most podcast platforms



Moving away from
vanity metrics – how
we measure impact



Measuring impact when less is more

- Quality & impact metrics
- Stakeholder meetings - Sentiment & Productivity Analysis
- Media coverage (e.g. GSGB) - Sentiment Analysis
- Events – Audience Perception (Outtake)

The monthly dashboard

Communications dashboard

February 2026

Summary of impact

Our three Communications disciplines successfully worked together to deliver positive outcomes and forward planning for priority projects in support of key Commission objectives throughout February. February began with the **Commission Story** news of Andrew Rhodes' decision to resign as Chief Executive of the Gambling Commission which saw the Comms teams proactively releasing information on across our channels, internal, external and with stakeholders. This led to changes to some planned engagements with Tim Miller stepping in to give a speech at the BGC that touched on the **Gambling Act Review** implementation amongst other areas such as crypto. February saw **National Lottery** engagement in Wales with a valuable meeting with Distributors as well as further 1-2-1s with Allwyn. There were also productive visits to Flutter and the Hippodrome Casino in pursuit of **Regulation that works for All**. We also continued to promote and strengthen our **People and Culture** with the launch of our *Contract management matters* campaign and content in support of Diversity and Inclusion such as Ramadan guidance, vitamin D information and a celebration of Reggae Month.

| Campaign | Progress |
|-------------------------------|---|
| The Commission Story | A major announcement was the resignation of the Chief Executive on the 9 February. This process was managed across internal and external channels, with a House story and external news story on the day and a follow up Connect with the Chair to follow. Reactive lines have been issued as required and proactive stakeholder engagement has been organised with leading industry bodies and operators. |
| Gambling Act Review | A consultation on the destination of regulatory settlements was launched at the start of the month with news stories on the website and House. Following the launch of the Fees Review by DCMS at the end of January, Sarah Gardner held calls with the three main trade bodies and Louise Notley did the same with the Lotteries bodies. At the end of the month Tim Miller delivered key messages on GAR and next steps at the BGC AGM and Ian Angus also spoke on a panel regarding illegal gambling. |
| National Lottery | James Holdaway attended a meeting with the leadership of TNL Distributors in Wales following a visit to St Fagans National History Museum. Topics discussed included society lotteries, prize draws and Allwyn's progress on RtGC. Sarah met with Andria Vidler in the first of a renewed sequence of fortnightly calls and Charles also had further engagement with Justin King covering DCO and the future relationship. |
| Regulation that works for all | A timely blog on Prediction Markets and the Commission stance on them was published in February. Members of the Exec and Board participated in visits to Flutter's UK head office in Leeds & the Hippodrome Casino in London, with valuable insights gained on both and topics from illegal gambling to the budget discussed. We organised & hosted 2 visits to William Hill (Evoke) betting shops as part of our non-exec visits pilot for more junior colleagues. Market Impact data was also published |
| People and Culture | In support of the Commission's wider <u>drive</u> we launched a <i>Contract management matters</i> campaign in our internal comms in February, to encourage relevant colleagues to complete training and read up on their responsibilities. In support of our Staff Networks Reggae Month was celebrated, information on vitamin D was shared and guidance was shared with regard to supporting colleagues with Ramadan. |

Q4 deliverables

| Priority | Total priorities - 104 | Completed | In Progress | Delayed |
|----------|------------------------|-----------|-------------|---------|
| Platinum | 4 | 1 (25%) | 3 | 0 |
| Gold | 10 | 5 (50%) | 5 | 0 |
| Silver | 12 | 7 (58%) | 5 | 0 |
| Bronze | 78 | 38 (49%) | 30 | 10 |

Spotlight on deliverables:

The launch of the Fees Consultation at the end of January led to calls with the three main Trade Bodies, whilst the team also managed the reaction to the news of Andrew Rhodes' resignation, **the news of which added further deliverables into an already busy period.** We rounded off the month with Tim Miller & Ian Angus at the BGC AGM.

Spotlight: BGC AGM

Tim Miller delivered a keynote speech at the BGC AGM, addressing the news regarding Andrew Rhodes' departure, as well as the Commission's work on tackling the illegal markets, the Fees Consultation. Ian Angus participated on a panel discussion regarding illegal gambling.

BGC AGM 2026 - Tim Miller speech



Continued: the monthly dashboard

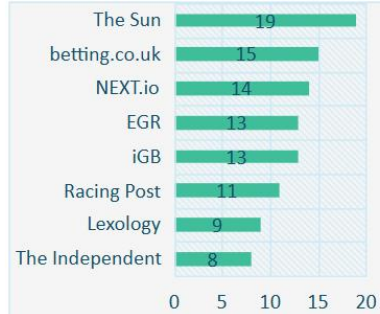
Communications channels dashboard

February 2026

External engagements

At the start of the month, we announced - via a news story on our website - that Andrew will be leaving his role as CEO in April, with reactive media lines agreed. We also launched a consultation on a proposed update to the destination of regulatory settlements and published three blogs. The first outlined our stance on prediction markets, a topic currently receiving increased media attention. The second provided an update on our GAR evaluation, and the third highlighted our official statistics publications, coinciding with the release of new industry stats and GSGB wave data.

Monthly mentions by outlet



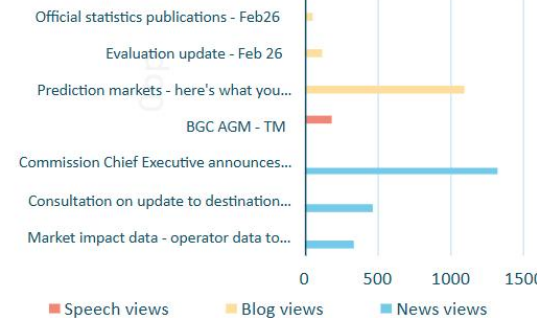
Media headlines

theguardian
Unlicensed gambling firms could be barred from sponsoring Premier League clubs

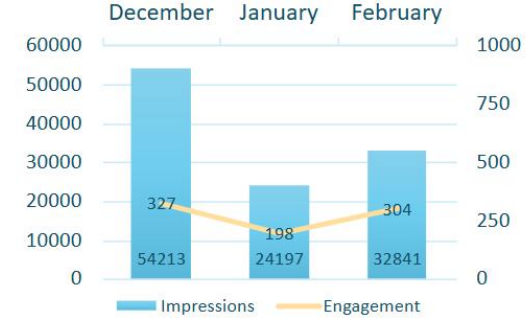
The Telegraph
Richard Desmond loses court case over £70m lottery handout

RACING POST
Gambling Commission chief executive Andrew Rhodes to step down at the end of April

Website news and blog posts



Social media - LinkedIn impressions and engagement



Stakeholder engagements

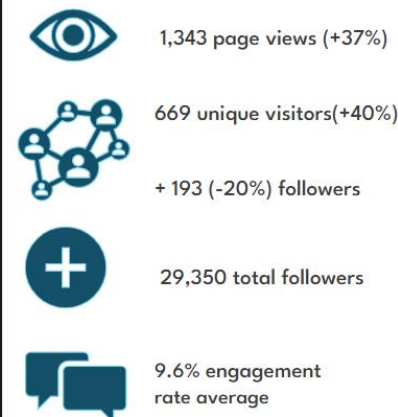
13 engagements supported in February 173 engagements supported to date this financial year

| | |
|----------------------|--|
| Meetings | <ul style="list-style-type: none">SG meeting with Trade Bodies (BGC, BACTA, Bingo Association)CC introductory meeting with Kirsty Caldwell, Interim Chair, Industry ForumLouise Notley meeting with Trudi Ogden, Chair, HLASG meeting with Andria Vidler, CEO, Allwyn |
| Visits | <ul style="list-style-type: none">CC, DR, TM and BH visit to Flutter in LeedsSG, visit to Hippodrome CasinoJH visit to National Lottery |
| Speaking Engagements | <ul style="list-style-type: none">TM speaking at BGC AGM<ul style="list-style-type: none">IA taking part on a panel session regarding Illegal Gambling |

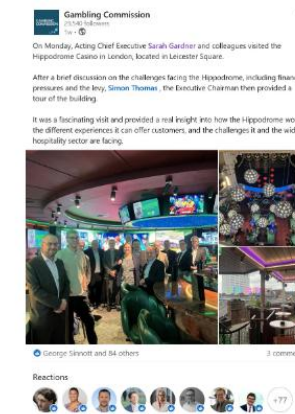
Political engagements

- No meetings but comms sent out to political stakeholders re Chief Exec announcement.
- 2 MP responses sent out.
- 3 PQs supported
- Fees comms plan assets sent out as planned.

Social media - LinkedIn stats



Highest performing content



Our final thoughts

- **PROGRESS:** we are getting a lot of things right and we know where else we could be doing better
- **SHARED CHALLENGES:** the communications challenge is common to all jurisdictions – we try to explain rules, prevent harm and build trust and transparent relationships with stakeholders
- **SHARING IDEAS:** we've loved sharing our work in Great Britain with you all and welcome questions and thought-provoking discussions

making gambling
safer, fairer and crime free

www.gamblingcommission.gov.uk

 @GamRegGB

Swedish Gambling Authority Communications and Campaigns

Yvonne Hejdenberg & Cecilia Forsberg

Seven years on
a re-regulated
Swedish gambling
market.

Spel
inspek
tionen



Our priority areas



Preventing
illegal gambling



Preventing
match-fixing



Preventing
money
laundering



Safety in
gambling



Responsible
gambling



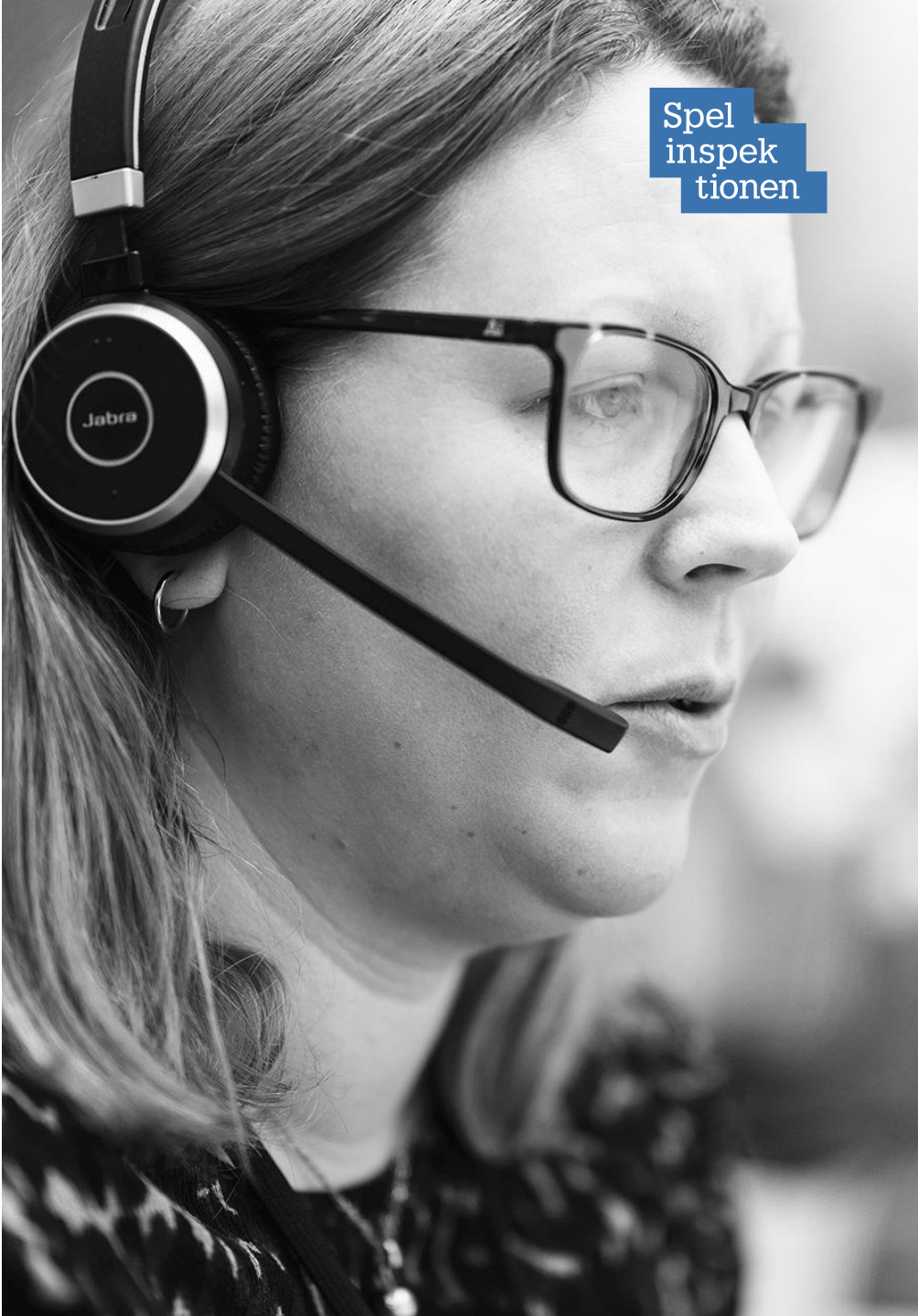
Organisation

- 78 employees
- 55% in core business
- 45% legal, administration and communications
- Communications department
7 employees



Communications as a strategic tool

- Internal
- External
- PR, Media and SoMe
- Business Intelligence
- Employer Branding
- Contact Center



Communications as a strategic tool

- Campaigns
- Dialog meetings with industry
- Seminars and webinars
- Web communications and development
- News feed, newsletters and SoMe
- Films as means of communications
- Employer branding



Diversified and wide range of target groups



Campaigns

Campaigns Spelpaus.se (self-exclusion) 2020-2022



Are you hiding your gambling?

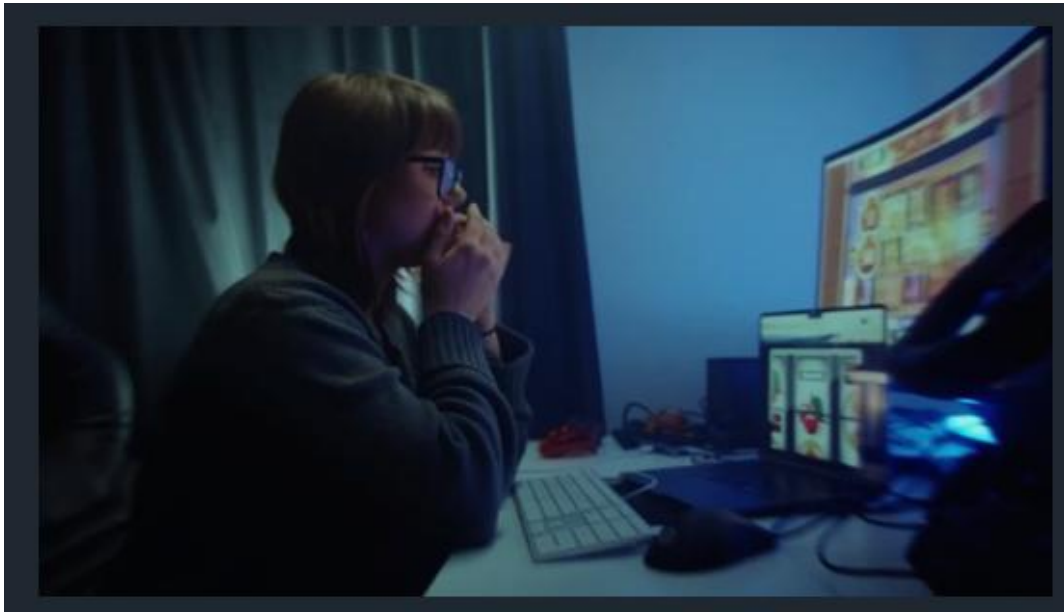


Are you gambling with borrowed money?



Do you know someone who gambles too much?

Campaign Spelpaus.se (self-exclusion) 2025-2026



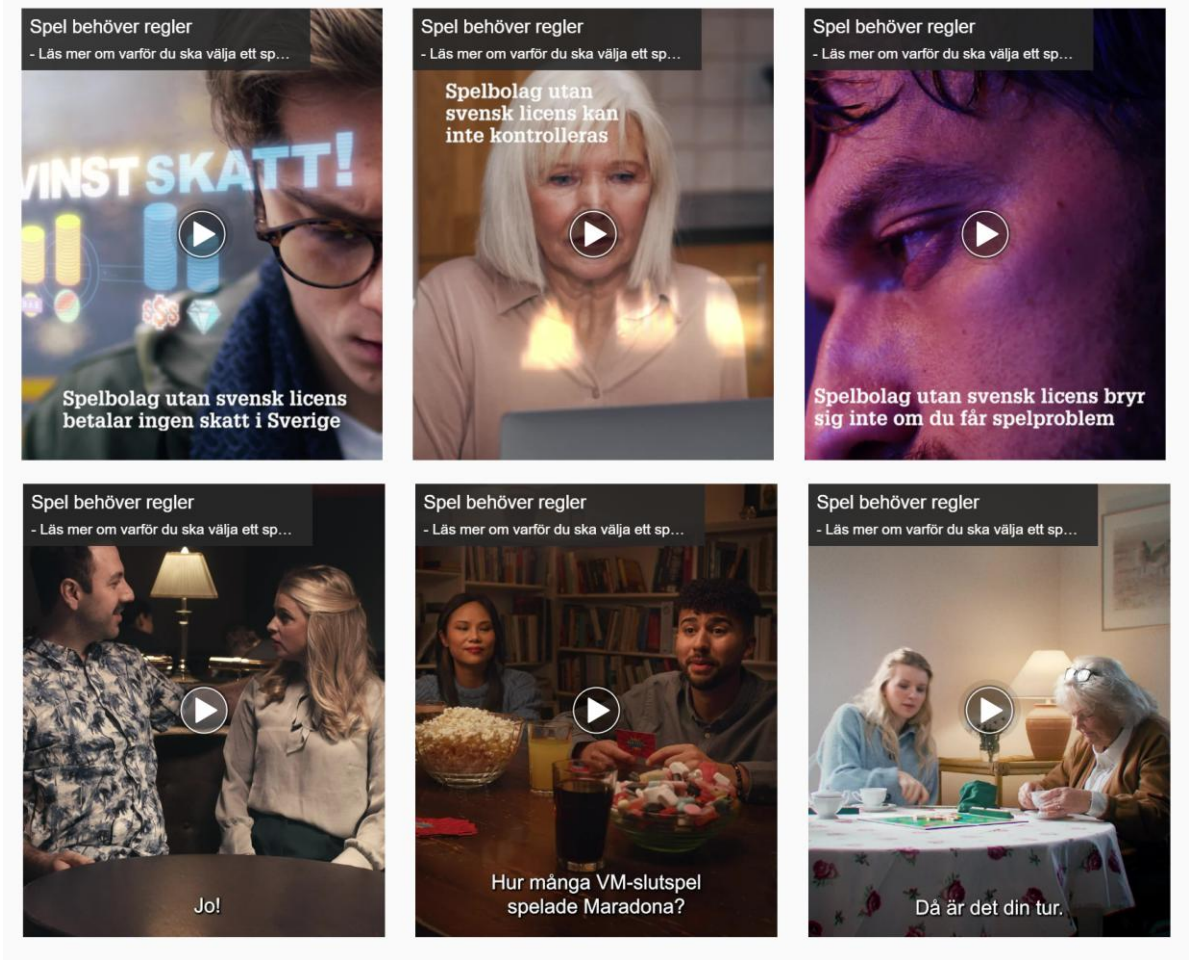
The use of Spelpaus.se has increased since its launch 2019, but we chose to expand our campaign about Spelpaus.se during 2025 with two new films. These were advertised on social media channels and on TV4 streaming.

Campaigns licensed gambling 2022-2023

Increase knowledge and awareness
about unlicensed/licensed gambling.

Where: The ads and films were shown
on social media channels, web TV.

The goal was to achieve many video
views and link clicks leading to the
campaign page on [Spelinspektionen.se](https://spelinspektionen.se),
where more information and a longer
informational video were available.



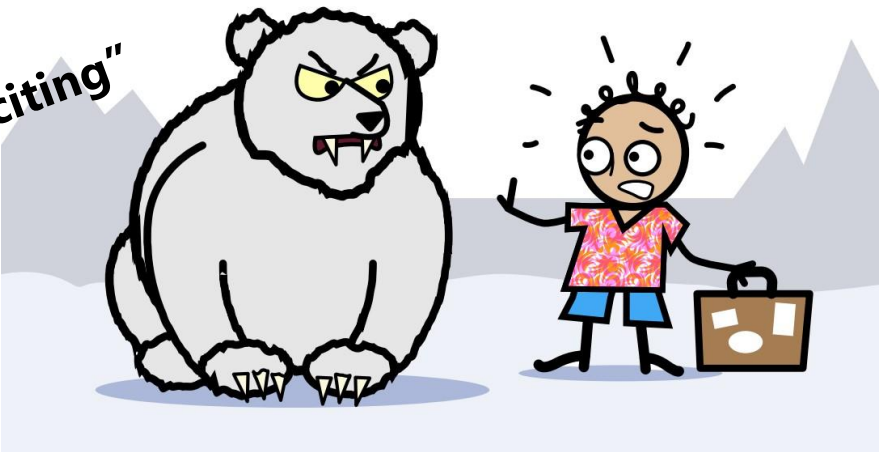
Campaigns licensed gambling 2024-2025

Increase knowledge and awareness about unlicensed/licensed gambling.

Where: The ads and films were shown on social media channels.

The goal was to achieve many video views and link clicks leading to the campaign page on [Spelinspektionen.se](https://spelinspektionen.se), where more information were available.

“Don’t make life unnecessarily exciting”



Campaign aimed at young people 2024-2025

Target audience: 18 – 25 years old

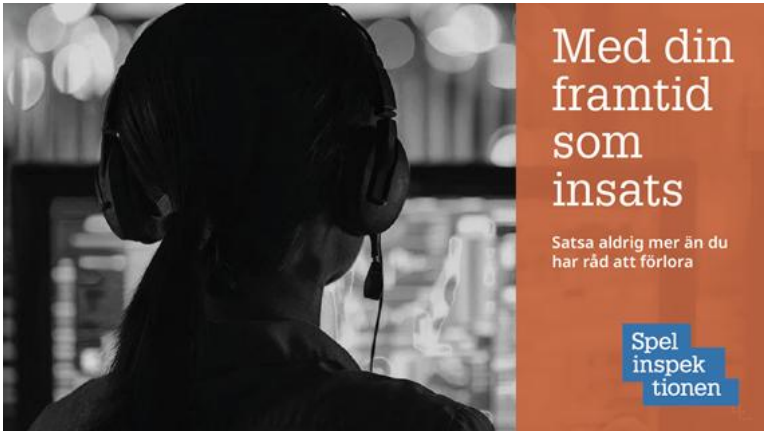
Where: Social media channels

Through the campaign, we inform about the consequences of unhealthy gambling. The target audience will gain increased awareness of the risks associated with gambling.



Campaign aimed at young people

2024-2025



*With your future at stake:
Never bet more than you can
afford to lose*



*Three boys in your high school
class have risky gambling habits.
Take care of yourself and your
future*

Campaign aimed at young people 2.0 2026-

Target audience: 18 – 25 years old

Where: ?

We now need to take a big further step in our campaign work, we are targeting young people, where we see a worrying increase in gambling for money.

