

**Tackling Gambling Harms in the New Normal: Summit
September 2021**

Whole Systems Approach to Addressing Gambling-Related Harms: Theory of Change

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Evaluation Team

greo

Presentation Outline

TODAY WE WILL DISCUSS ...



1

Theory of Change
Overview



2

Process
for Development



3

Whole Systems Approach to
Addressing Gambling-Related Harms:
Theory of Change

Who We Are & What We Do

OUR PURPOSE

Greo (pronounced 'gree-OH') supports evidence-informed decision making for the organisations we work, delivering positive impacts at the levels of practice, policy, and programming.

Who We Are & What We Do

OUT PLATFORMS



**world's largest international
gambling evidence centre**



**research-grade
gambling data
repository**



**dedicated microsites +
stakeholder platforms
<in development/>**

Who We Are & What We Do

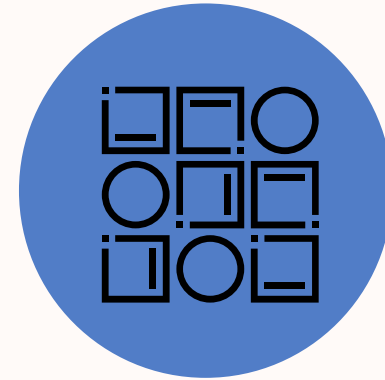
OUR PRODUCTS



**regularly published research +
evaluation snapshots**



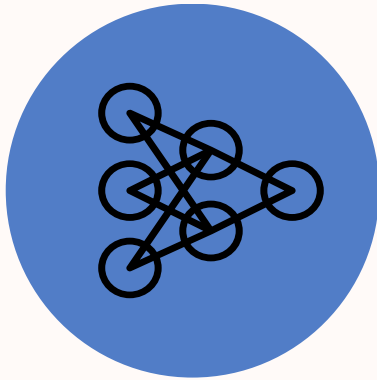
**on-demand
policy briefs**



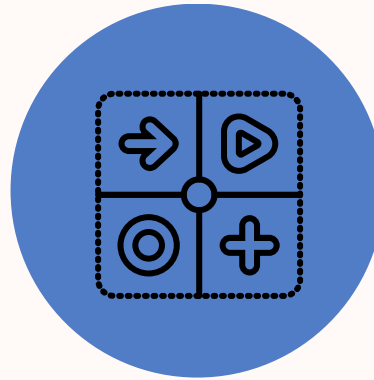
**conceptual framework of
harmful gambling**

Who We Are & What We Do

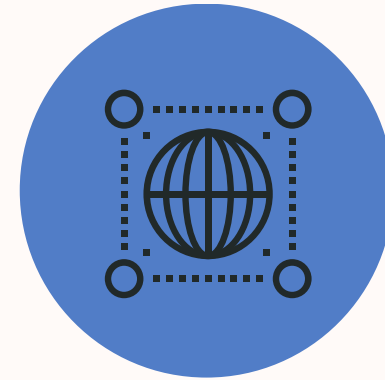
OUR SERVICES



managed
research



impact
evaluation



stakeholder
engagement



Theory of Change

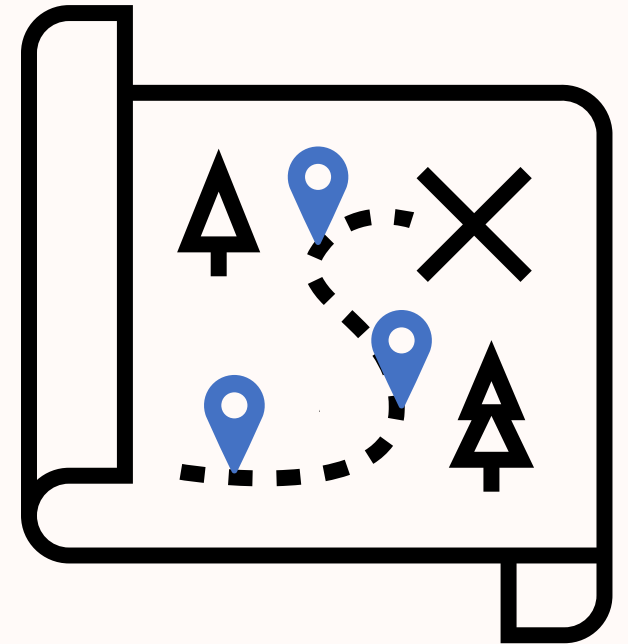
- _ Overview
- _ Benefits
- _ Components
- _ Examples

Theory of Change

OVERVIEW

A theory of change is like a roadmap for a programme.

It describes how and why an initiative works in practice to achieve its intended outcomes.

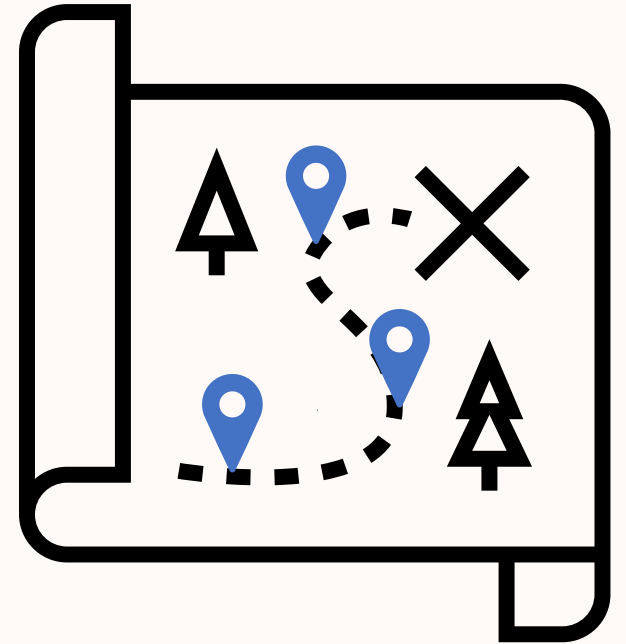


Theory of Change

BENEFITS

A theory of change helps to:

- Identify the underlying theory and assumptions on which a programme is based
- Provide a rich framework to guide the implementation and evaluation of a programme



Theory of Change

COMPONENTS

SITUATION

Context and need that sparked the creation of the programme

GOALS

Overall aims of the programme

AUDIENCE

Who the programme is intended to reach and groups who will benefit from the programme



Theory of Change

COMPONENTS

INPUTS

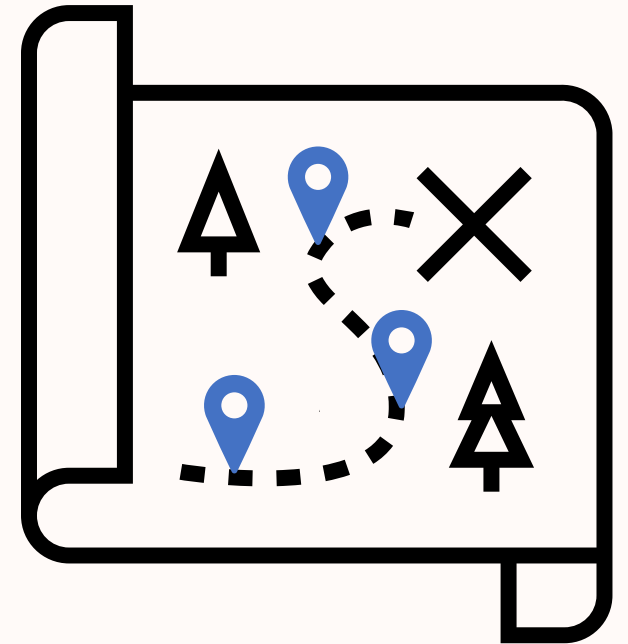
The resources (time, personnel, funding) invested into a programme

ACTIVITIES

The major categories of activities run as part of a programme

OUTPUTS

The tangible products that are produced as a result of key activities



Theory of Change

COMPONENTS

OUTCOMES

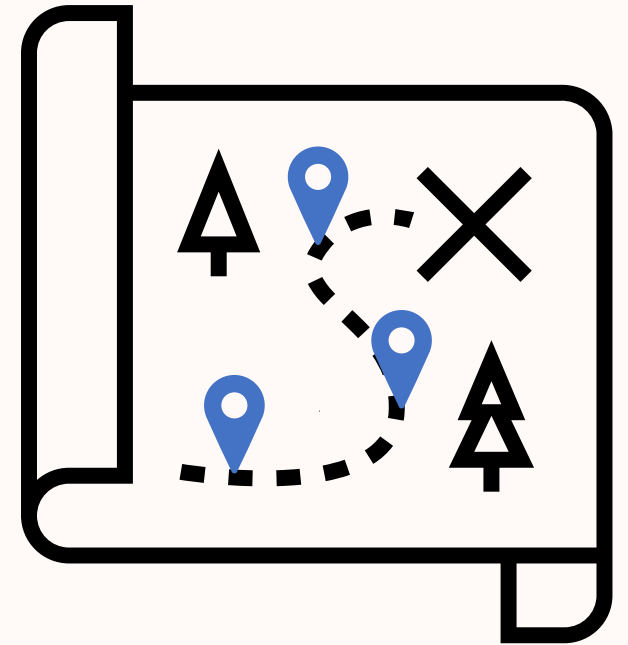
The justifiable changes that are expected to result from a programme

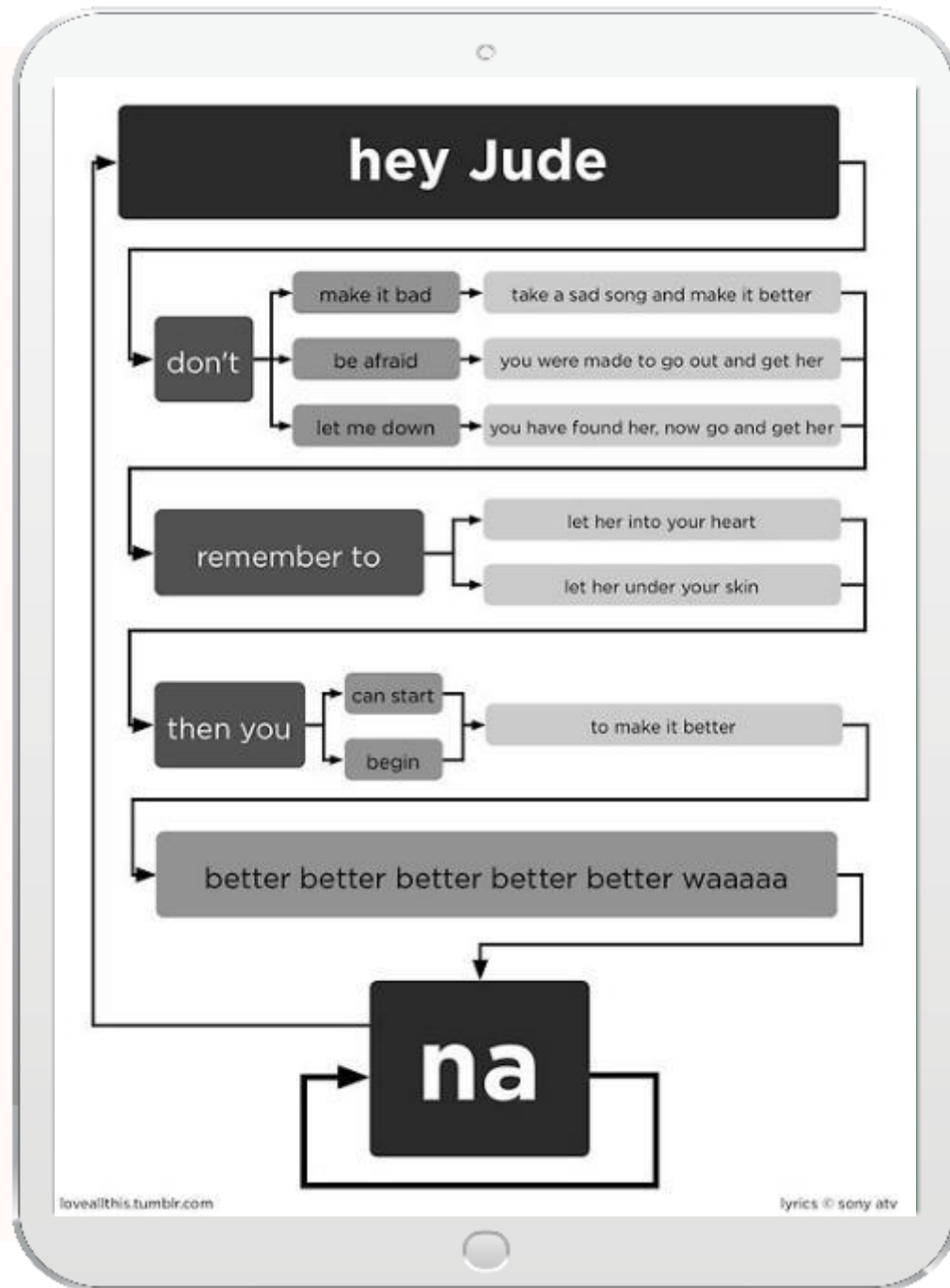
ASSUMPTIONS

Theories and conditions on which the programme is based

EXTERNAL FACTORS

Factors that influence the programme that are beyond the control of its implementers





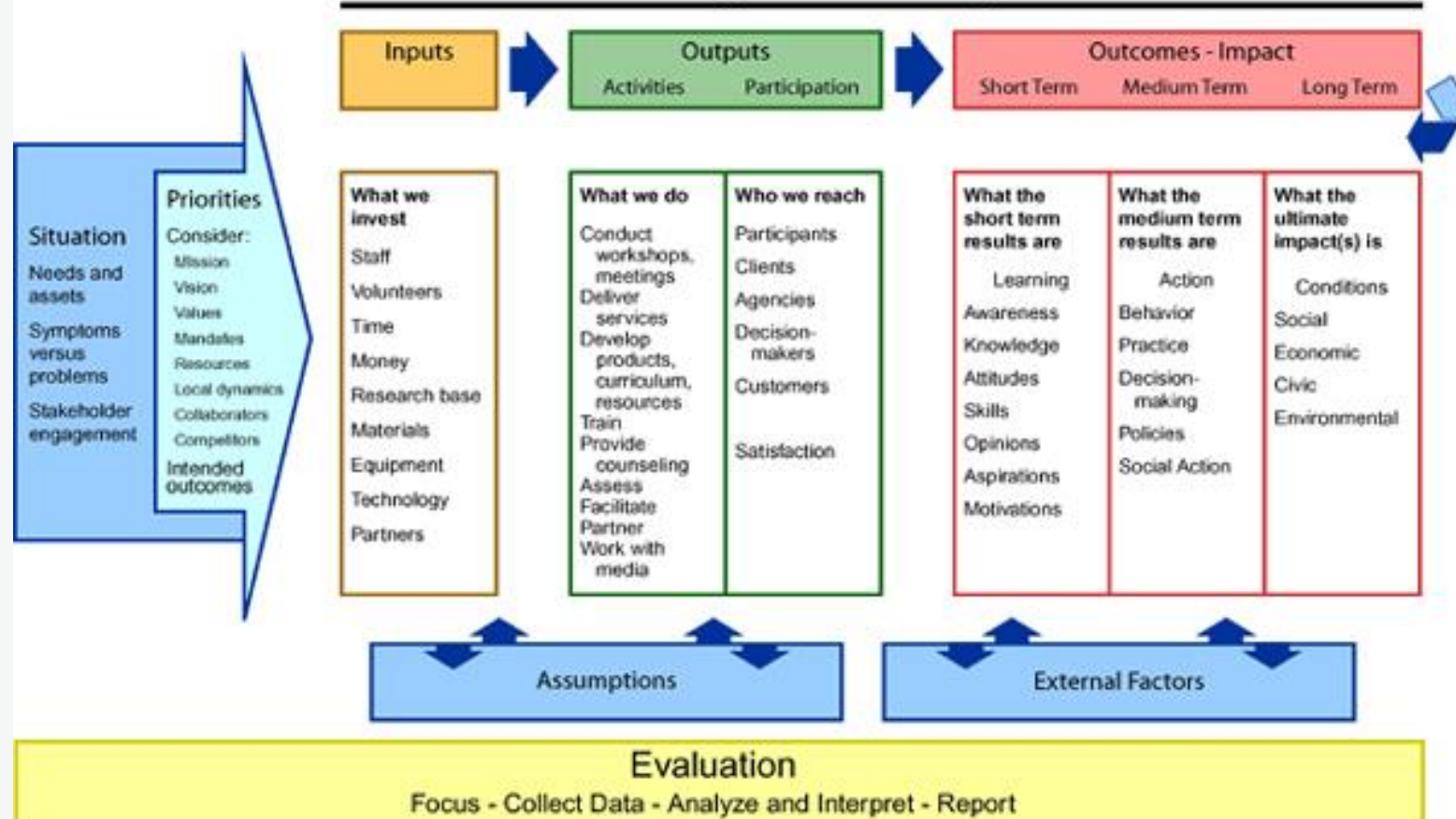
Assumptions (and their revision)

Activities

Outcomes

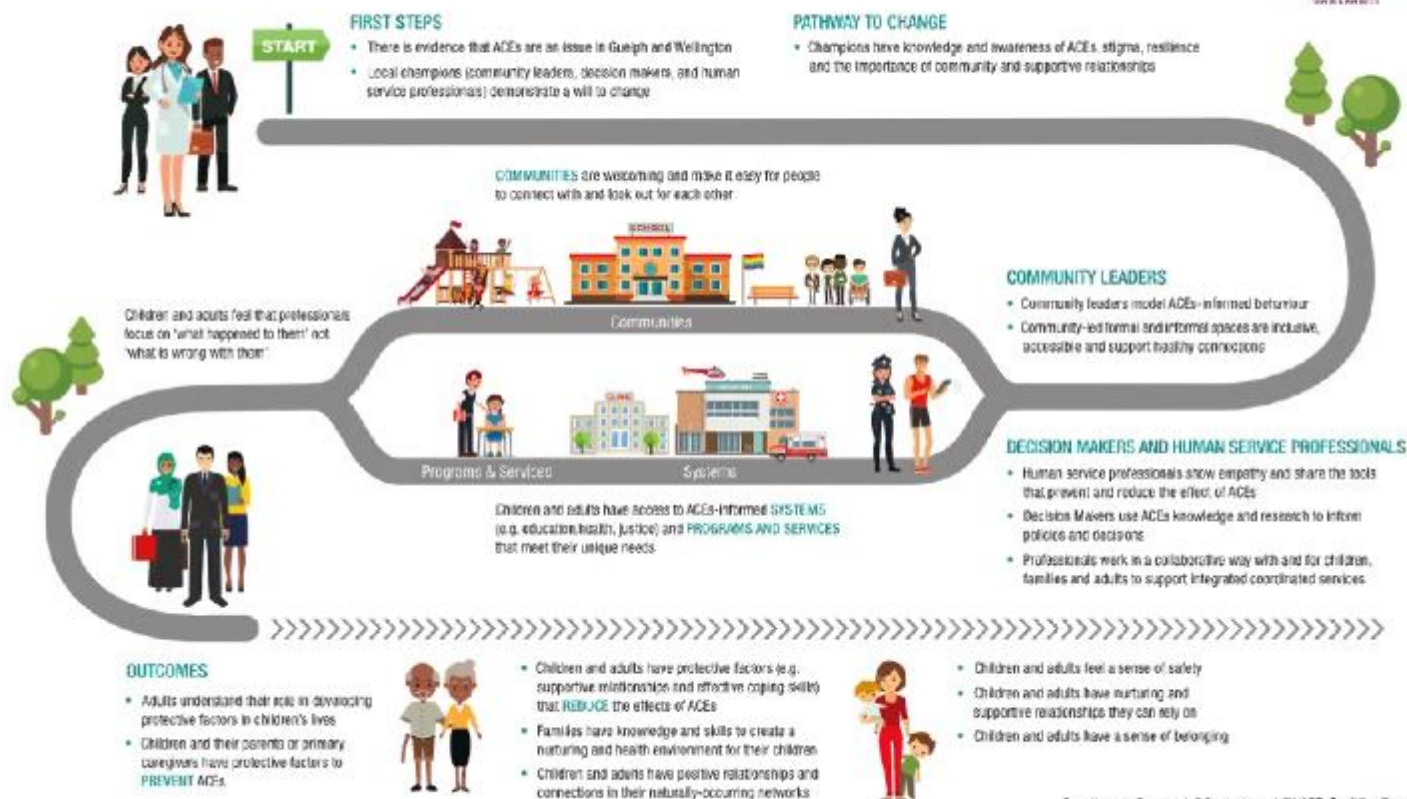
Impact

Program Action - Logic Model



THEORY OF CHANGE

VISION: A resilient community that prevents and reduces the effects of Adverse Childhood Experiences (ACEs)



Questions or Comments? Contact us at WACEsCoalition@gmail.com

Process for Development

- _Background
- _Literature Review
- _Project Team Consultations

Process for Development

BACKGROUND

Greo conducted a review of background information to support the development of the programme's theory of change with contextual knowledge of stakeholder organisations, the environment, and the programme.

Process for Development

BACKGROUND

Topics explored:

Scotland and Glasgow's general public health landscape

Scotland and Glasgow's gambling landscape

Whole system approaches to public health issues

Scottish Public Health Network documentation of work to date

Process for Development

BACKGROUND

Local context:



Glasgow is a city with many assets that faces significant challenges, including poorer health and wellbeing outcomes¹⁻³



There is a lack of surveillance, policy, and public health engagement for gambling-related harms in Glasgow and Scotland as a whole^{4, 5}

Process for Development

BACKGROUND

Local context:



Scotland has the highest rates of gambling in the UK.¹ Glasgow has the most casinos of any city in Scotland.¹



There is a co-location and clustering of gambling, alcohol, tobacco, and fast-food outlets in the Glasgow's most deprived areas.²



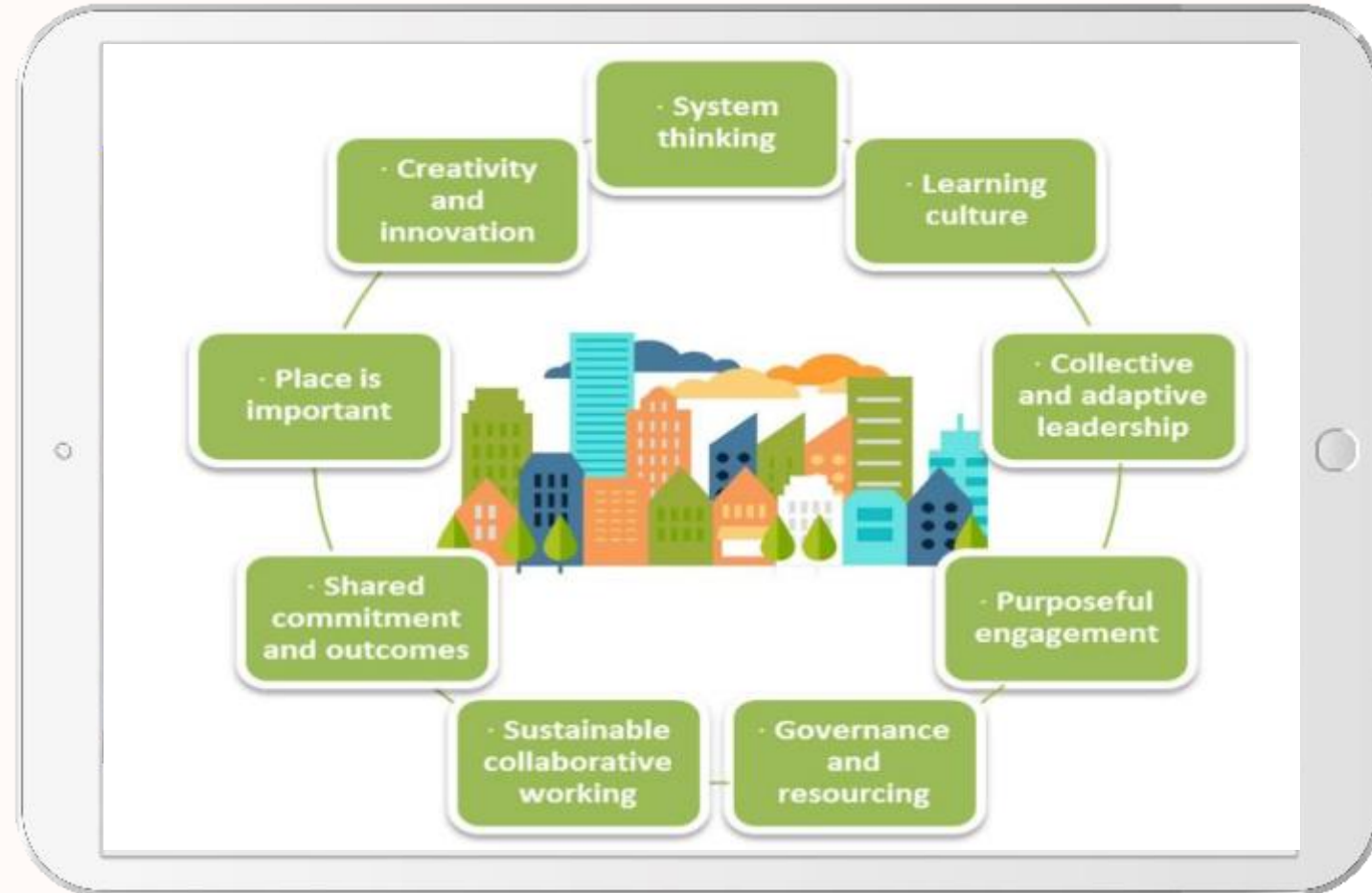
Professional football is a trademark of Scottish culture and plays a significant role in promoting alcohol and gambling.⁴

Process for Development

BACKGROUND

Whole Systems Approach:

a set of nine core characteristics have been identified for a Whole Systems Approach (WSA) in Scotland¹



1. Public Health Scotland, 2020

Process for Development

BACKGROUND

Whole Systems Approach:



has been implemented and evaluated to address other public health issues in Scotland and has been identified as a means to address gambling harms in Scotland¹

1. Johnstone & Regan, 2020

Process for Development

LITERATURE REVIEW

Greco conducted a literature review to answer questions that arose from the background information review and to support the development of the programme's theory of change with research evidence on designated topics

Process for Development

LITERATURE REVIEW

Topics explored:

Community engagement for gambling and related public health issues

Raising awareness for addressing gambling-related harms

Implementing a whole system approach

Evaluating whole systems approaches, community engagement, and collective impact

Process for Development

LITERATURE REVIEW

Community engagement to address gambling harms:



Initiatives to prevent gambling harms that engage local communities tend to be more effective than those implemented by external parties¹

1. Williams, West, & Simpson, 2012

Process for Development

LITERATURE REVIEW

Community engagement to address gambling harms



Evidence-based recommendations for engaging communities include:¹⁻⁵

- Involve diverse community members
- Empower communities to make key decisions
- Acknowledge, mobilize, and build upon existing community capacity
- Embrace an iterative, non-linear path towards goals

Process for Development

LITERATURE REVIEW

Raising awareness for addressing gambling harms



Evidence-based strategies to raise public awareness and garner support to address gambling harms include:¹⁻³

- Formal engagement strategies (conferences, summits, forums)
- Capacity-building initiatives
- Mass media campaigns with locally tailored strategies
- Lived experience community story telling
- Peer community outreach
- Informal community events and recreational activities

Process for Development

LITERATURE REVIEW

Elements of a Whole Systems Approach:^{1,2}

1. Involving Communities
2. Strengthening capacity
3. Scaling Practice
4. Sustaining outcomes
5. Attention to power

1. Stansfield, 2020; 2. Bagnall et al., 2019

Process for Development

LITERATURE REVIEW

A Whole Systems Approach to gambling harms includes:¹

1. Understanding the prevalence of GRH
2. Ensuring addressing GRH is a key public health commitment at all levels
3. Understanding the resources available and what actions are underway
4. Raising awareness and sharing data
5. Ensuring all regulatory authorities participate

1. Johnstone & Regan, 2020

Process for Development

LITERATURE REVIEW

Implementing a Whole Systems Approach



Principles for achieving a WSA include:^{1,2}

- Bold leadership to shift from traditional to radical approaches
- Shifting mindsets to create transformational change

Process for Development

LITERATURE REVIEW

Implementing a Whole Systems Approach



Principles for achieving a WSA:^{1,2}

- Collective bravery for risk-taking action and a strong partnership approach
- Co-production of solutions and different ways of working with communities
- Complex systems thinking regarding the protective and risk factors at a community-level

Process for Development

LITERATURE REVIEW

Evaluating a Whole Systems Approach and collective impact



The evaluation of comprehensive public health approaches to gambling harm reduction remains an area in need of further investigation.^{1,2}

1. Gambling and Racing Commission, 2017a; 2. Gambling and Racing Commission, 2017b

Process for Development

LITERATURE REVIEW

Evaluating a Whole Systems Approach and collective impact



The evaluation of community-led WSAs should be framed as a collaborative, capacity-building exercise where communities develop a set of evaluation questions and standards that are meaningful to the local context.¹

1. Judd et al., 2001; 2. Stansfield et al. 2020

Process for Development

LITERATURE REVIEW

Evaluating a Whole Systems Approach and collective impact






Best practices for evaluating community-led WSAs include:

- Engage communities in each stage of the evaluation.^{1,2, 5}
- Emphasize qualitative evidence.^{4,5}
- Rigorously document what works and does not work in what contexts.^{2,5}

Process for Development

PROJECT TEAM CONSULTATIONS

-  Consult with the Scottish Public Health Network to scope the approach and develop the theory of change through
-  Review of the drafted theory of change by the Advisory Board
-  Present for feedback and consultation by a diverse group of relevant stakeholders

Whole Systems Approach to Addressing Gambling Harms

- _Theory of change overview
- _Activities
- _Outcomes

Glasgow WSA

THEORY OF CHANGE

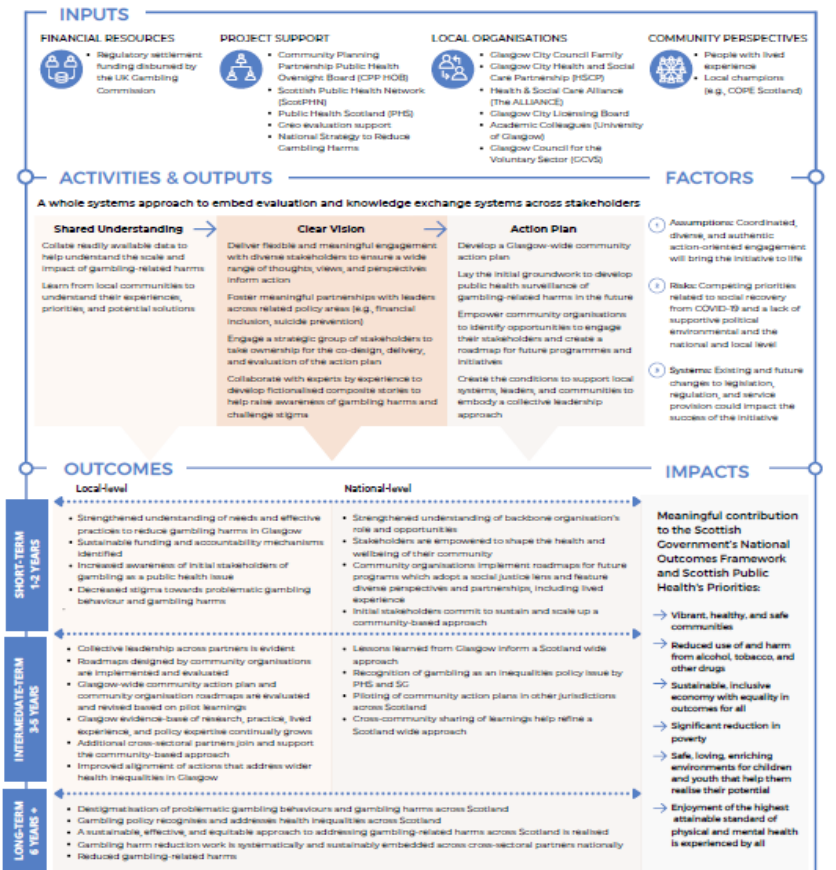
This initiative offers a mandate to forge new partnerships, meaningfully engage with local communities, and find innovative ways of working across the whole system to co-deliver solutions that meet local needs and priorities

Glasgow Whole System Approach to Tackling Gambling Harms

THE SITUATION

Harms from gambling both contribute to, and result in, health inequalities. Evidence-informed public health policy tailored for Scotland could reduce the complex harms related to gambling and so doing, contribute to making Scotland a healthier, safer, and fairer place to live, work, and play. Accordingly, the Scottish Public Health Network (ScotPHN) has long advocated for a public health approach to gambling harms. However, many barriers have been met, including: 1) challenges making use of an emergent evidence base to inform practice and policy; 2) challenges in measuring the wide range of harms experienced by individuals, families, and communities; and, 3) disruptions related to the COVID-19 pandemic. The pandemic has exacerbated pre-existing social and economic challenges and has even resulted in new forms of exclusion. Altogether, these barriers have made it difficult to rally stakeholders and resources to address gambling-related harms in Scotland. The ScotPHN has secured funding to support local stakeholders in Glasgow to develop a community-focused action plan to tackle gambling harms. In alignment with 'Build Back Better', this initiative offers a mandate to forge new partnerships, meaningfully engage with local communities, and find innovative ways of working across the whole system to co-deliver solutions that meet local needs and priorities. Glasgow is a city with many assets that faces significant challenges, including intractable inequalities. The lessons from this pathfinder project in Glasgow will inform implementation of the National Strategy to Reduce Gambling Harms in Scotland. This project will also support Public Health Scotland refine its whole system approach to achieving social justice and improving health outcomes for a wide range of national public health priorities.

THEORY OF CHANGE



INPUTS

FINANCIAL RESOURCES



- Regulatory settlement funding disbursed by the UK Gambling Commission

PROJECT SUPPORT



- Community Planning Partnership Public Health Oversight Board (CPP HOB)
- Scottish Public Health Network (ScotPHN)
- Public Health Scotland (PHS)
- Gero evaluation support
- National Strategy to Reduce Gambling Harms

LOCAL ORGANISATIONS



- Glasgow City Council Family
- Glasgow City Health and Social Care Partnership (HSCP)
- Health & Social Care Alliance (The ALLIANCE)
- Glasgow City Licensing Board
- Academic Colleagues (University of Glasgow)
- Glasgow Council for the Voluntary Sector (GCVS)

COMMUNITY PERSPECTIVES



- People with lived experience
- Local champions (e.g., COPE Scotland)

ACTIVITIES & COORDINATORS

A whole systems approach to embed evaluation and knowledge exchange systems across stakeholders

Shared Understanding

Collate readily available data to help understand the scale and impact of gambling-related harms

Learn from local communities to understand their experiences, priorities, and potential solutions

Clear Vision

Deliver flexible and meaningful engagement with diverse stakeholders to ensure a wide range of thoughts, views, and perspectives inform action

Foster meaningful partnerships with leaders across related policy areas (e.g., financial inclusion, suicide prevention)

Engage a strategic group of stakeholders to take ownership for the co-design, delivery, and evaluation of the action plan

Collaborate with experts by experience to develop fictionalised composite stories to help raise awareness of gambling harms and challenge stigma

Action Plan

Develop a Glasgow-wide community action plan

Lay the initial groundwork to develop public health surveillance of gambling-related harms in the future

Empower community organisations to identify opportunities to engage their stakeholders and create a roadmap for future programmes and initiatives

Create the conditions to support local systems, leaders, and communities to embody a collective leadership approach

OUTCOMES

SHORT-TERM 1-2 YEARS

Local-level

- Strengthened understanding of needs and effective practices to reduce gambling harms in Glasgow
- Sustainable funding and accountability mechanisms identified
- Increased awareness of initial stakeholders of gambling as a public health issue
- Decreased stigma towards problematic gambling behaviour and gambling harms

National-level

- Strengthened understanding of backbone organisation's role and opportunities
- Stakeholders are empowered to shape the health and wellbeing of their community
- Community organisations implement roadmaps for future programs which adopt a social justice lens and feature diverse perspectives and partnerships, including lived experience
- Initial stakeholders commit to sustain and scale up a community-based approach

INTERMEDIATE-TERM 3-5 YEARS

- Collective leadership across partners is evident
- Roadmaps designed by community organisations are implemented and evaluated
- Glasgow-wide community action plan and community organisation roadmaps are evaluated and revised based on pilot learnings
- Glasgow evidence-base of research, practice, lived experience, and policy expertise continually grows
- Additional cross-sectoral partners join and support the community-based approach
- Improved alignment of actions that address wider health inequalities in Glasgow

- Lessons learned from Glasgow inform a Scotland wide approach
- Recognition of gambling as an inequalities policy issue by PHS and SG
- Piloting of community action plans in other jurisdictions across Scotland
- Cross-community sharing of learnings help refine a Scotland wide approach

LONG-TERM 6 YEARS +

- Destigmatisation of problematic gambling behaviours and gambling harms across Scotland
- Gambling policy recognises and addresses health inequalities across Scotland
- A sustainable, effective, and equitable approach to addressing gambling-related harms across Scotland is realised
- Gambling harm reduction work is systematically and sustainably embedded across cross-sectoral partners nationally
- Reduced gambling-related harms

— IMPACTS —

Meaningful contribution to the Scottish Government's National Outcomes Framework and Scottish Public Health's Priorities:

- Vibrant, healthy, and safe communities
- Reduced use of and harm from alcohol, tobacco, and other drugs
- Sustainable, inclusive economy with equality in outcomes for all
- Significant reduction in poverty
- Safe, loving, enriching environments for children and youth that help them realise their potential
- Enjoyment of the highest attainable standard of physical and mental health is experienced by all

Glasgow WSA

THEORY OF CHANGE

Over to you:

What are your initial reactions, questions, or concerns with the theory of change?

Glasgow WSA

THEORY OF CHANGE

Over to you:

How do you see yourself and/or your organisation fitting in to this project?

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THEORY OF CHANGE

Over to you:

What aspects of this project are most exciting to you and/or your organisation?



Education Programme Pilot and Film Screening

Monday 13th September 2021 at 4:45pm

[Please click this link to watch the live stream](#)