

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

# **The Journey to Evaluative Thinking: A Threefold Approach to Building Evaluative Capacity in Support of a National Strategy**

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Evaluation Lead

**greo**

# Presentation Outline

TODAY WE WILL DISCUSS ...



1

Greo:  
Who We Are &  
What We Do



2

The National Strategy to  
Reduce Gambling Harms in  
Great Britain



3

Evaluation Capacity Building  
in support of the National  
Strategy

# greo

## **Who We Are & What We Do**

- \_Our Purpose

- \_How We Can Help

# 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

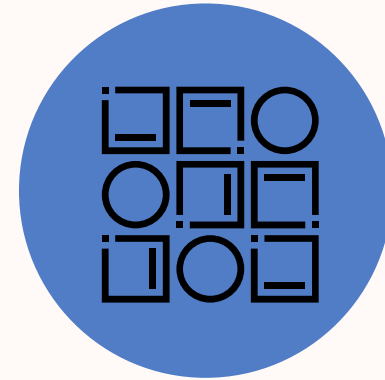
## OUR PRODUCTS



**regularly published research +  
evaluation snapshots**



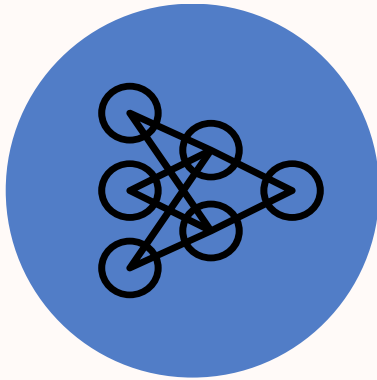
**on-demand  
policy briefs**



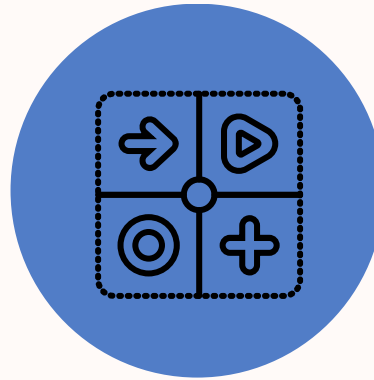
**conceptual framework of  
harmful gambling**

# Who We Are & What We Do

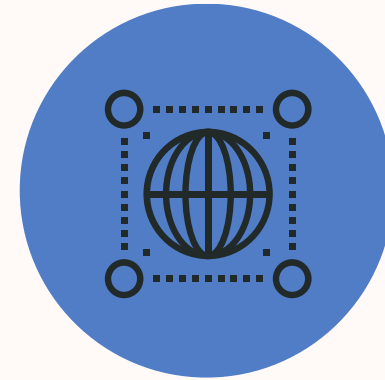
## OUR SERVICES



**managed  
research**



**impact  
evaluation**



**stakeholder  
engagement**

## Evaluation Overview

- \_What evaluation is
- \_Why evaluation matters



# Evaluation Overview

## WHAT EVALUATION IS

A systematic but flexible strategy to assess, understand, improve, and inform decision making

# Evaluation Overview

WHAT EVALUATION IS

**Are research and evaluation the same thing?**

# Evaluation Overview

## WHAT EVALUATION IS

Evaluation is distinguished by its emphasis on being:

- Proportionate
- Utilisation-focused
- Contextually driven and appropriate
- Timely and practical

# Evaluation Overview

WHAT EVALUATION IS

**Is evaluation only a formal activity with a start and end point?**

**Evaluation is an activity.  
Evaluative thinking is a way of doing  
business.**

Michael Quinn Patton

# Evaluation Overview

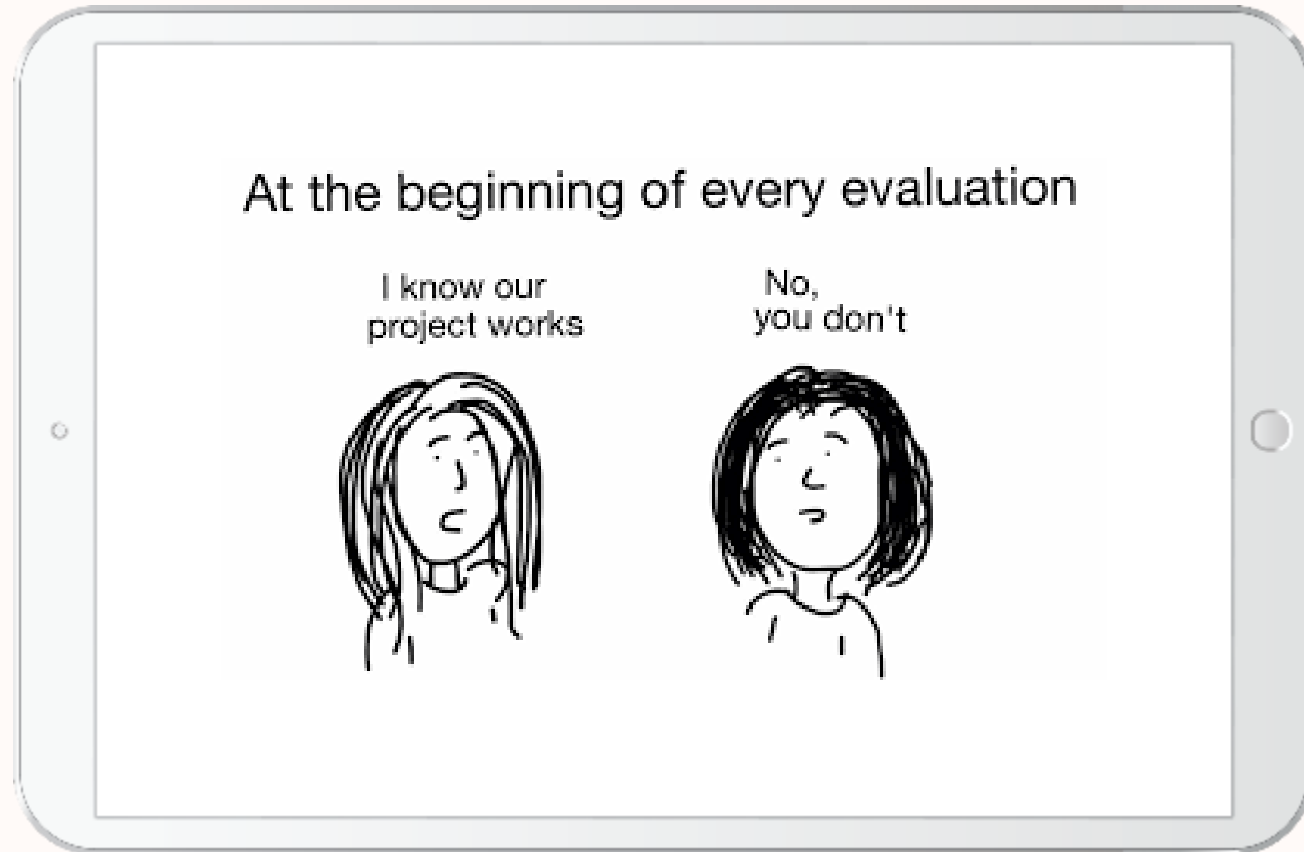
## WHAT EVALUATION IS

### Evaluative thinking:

- Questioning assumptions and critical thinking
- Desire to understand, not to be 'right'
- Using and contributing to evidence base simultaneously
- “Part of the way we do things around here”
- When no one is afraid of the outcomes or recommendations

# Evaluation Overview

## WHY EVALUATION MATTERS



# Evaluation Overview

## WHY EVALUATION MATTERS

### Outcome evaluation:

To assess the merit of an initiative and render judgement on its value



# Evaluation Overview

## WHY EVALUATION MATTERS

### Process evaluation:

To understand factors related to implementation and improvement

# Evaluation Overview

## WHY EVALUATION MATTERS

### Developmental evaluation:

To understand the implementation and impact in rapidly changing environments

# Evaluation Overview

## WHY EVALUATION MATTERS

### Economic evaluation:

To understand the economic implications of a programme or initiative

# Evaluation Overview

## WHY EVALUATION MATTERS

### Needs assessment:

To gather information to help develop a programme

# Evaluation Overview

## WHY EVALUATION MATTERS

### Evaluability assessment:

To understand if a programme is ready to be evaluated

# Evaluation Overview

## WHY EVALUATION MATTERS

Quality improvement:

Performance and monitoring

# **The National Strategy to Reduce Gambling Harms in Great Britain**

- \_ Aim
- \_ Framework
- \_ Stakeholders
- \_ Gaps & Opportunities
- \_ Evaluation Vision

# The National Strategy

## AIM

**The sole aim of the 2019-2022 National Strategy to Reduce Gambling Harms in Great Britain is to move faster and go further to reduce gambling harms**





## National Strategy to Reduce Gambling Harms

The sole aim of this three-year National Strategy is to move faster and go further to reduce gambling harms. A wide range of partners will need to play their part.

### Strategic objectives



#### Prevention and education

Towards a collective and clear prevention plan applying the right mix of interventions.



#### Treatment and support

Significant progress towards truly national treatment and support options that meet the needs of current and future service users.

### Enablers



#### Regulation and oversight

Widespread adoption of best practice through regulatory frameworks



#### Collaboration

Working together to develop and improve existing practice, and to identify new ways to reduce gambling harms.



#### Evaluation

Well-designed and well-delivered evaluation will be a core part of the widespread adoption of measures proven to reduce gambling harms.



#### Research to inform action

Reducing gambling harms demands a stronger link between research and policy, supported by research that informs and is informed by action.



# The National Strategy

## STAKEHOLDERS

Gambling regulators

Gambling operators

Financial  
sector

Third-sector charity  
organisations

Lived  
experience  
groups

# The National Strategy

## GAPS & OPPORTUNITIES

**Assessment of previous strategy (National Responsible Gambling Strategy 2016-19) found lack of sufficient evaluation in terms of frequency, rigor, and focus to determine best practices to reduce gambling harms**

# The National Strategy

## EVALUATION VISION

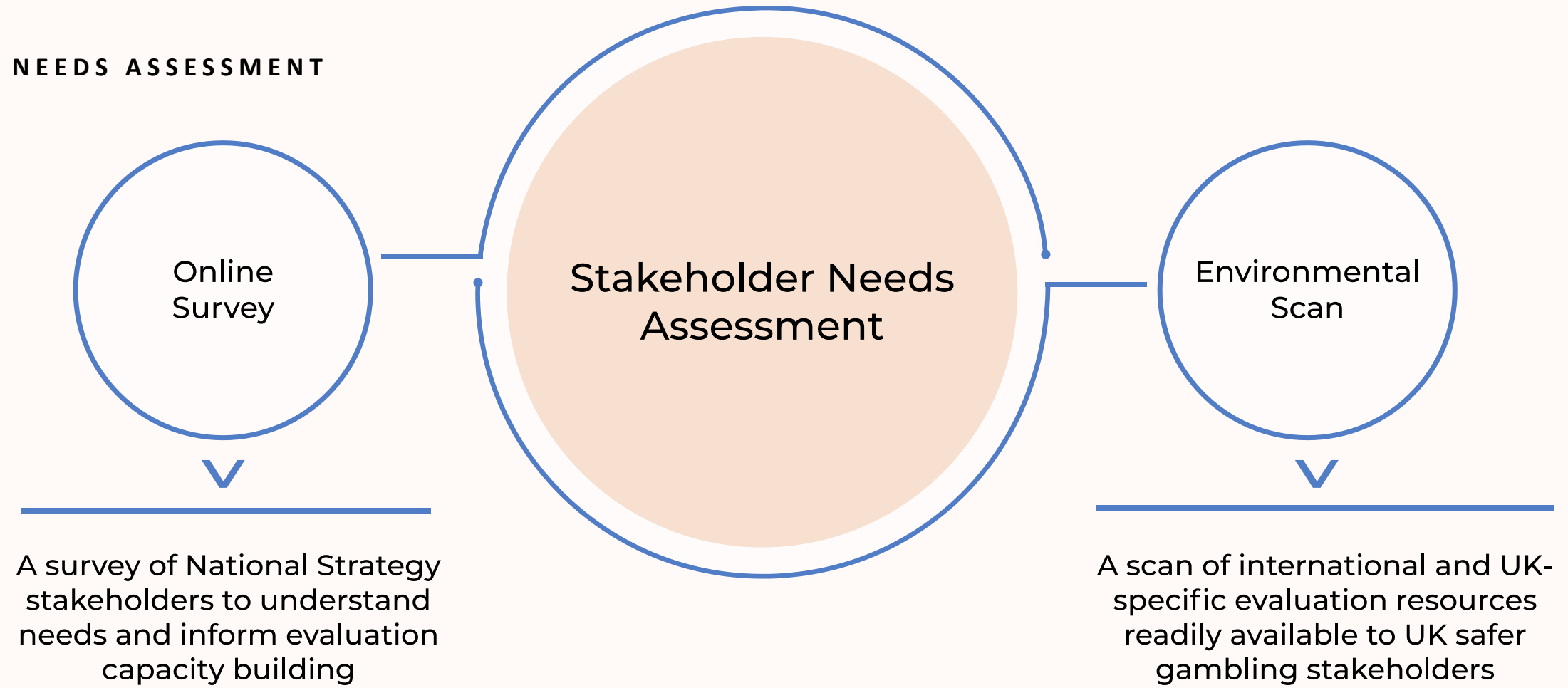
A culture of evaluation **where every significant intervention is routinely and robustly evaluated so that lessons can be learned and shared, and improvements made**

# **Evaluation Capacity Building in support of the National Strategy**

- \_ Stakeholder Needs Assessment
- \_ Evaluation Capacity Building Design
- \_ Evaluation Capacity Building Model
- \_ Evaluation Capacity Building Programming

# Evaluation Capacity Building

## NEEDS ASSESSMENT



# Evaluation Capacity Building

## NEEDS ASSESSMENT

Key needs identified:

- Desire for commonly used process and outcome indicators
- Tools and strategies to share evaluation findings with stakeholders
- Example logic models and theories of change of safer gambling programmes
- Evaluations of public health and community-based approaches to safer gambling
- Guidance on how to develop credible evaluations

# Evaluation Capacity Building

## NEEDS ASSESSMENT

Key needs identified:

Two thirds of respondents indicated they were interested in joining a **Community of Practice** to support the evaluation of safer gambling initiatives in the UK.

Stakeholders also indicated that mechanisms to **share materials and learning** across regulatory settlement projects, access to **external evaluation expertise**, and guidance on how to design a comprehensive evaluation would be valuable.



# Evaluation Capacity Building

A stylized blue outline of a laptop. The screen area contains text. To the left of the laptop, there are three short blue lines: one horizontal and two diagonal, suggesting a cursor or a list. The laptop has a small blue dot at the top center of the screen frame, representing a camera or sensor.

The scan of international and UK-specific evaluation resources readily available to UK safer gambling stakeholders found:

⊘ No gambling-specific evaluation resources existed

↗ UK evaluation resources:

- lacked “how-to” grounded in the real world (most info was hypothetical)
- lacked interactions like reflective questions, case studies, or exercises
- focused mainly on the academic publication of evaluations

# Evaluation Capacity Building

## PROGRAMME DESIGN

The primary aim of the Evaluation Capacity Building Programme is to achieve sustainable evaluation practices amongst Strategy stakeholders by supporting them to embed evaluative thinking into their safer gambling programming and practices.

# Evaluation Capacity Building

## PROGRAMME DESIGN

### OBJECTIVE 1

Develop practical gambling-specific evaluation resources



### OBJECTIVE 2

Increase frequency and rigor of stakeholder evaluations



### OBJECTIVE 3

Support routine and coordinated evaluation across all partners and sectors

# Evaluation Capacity Building

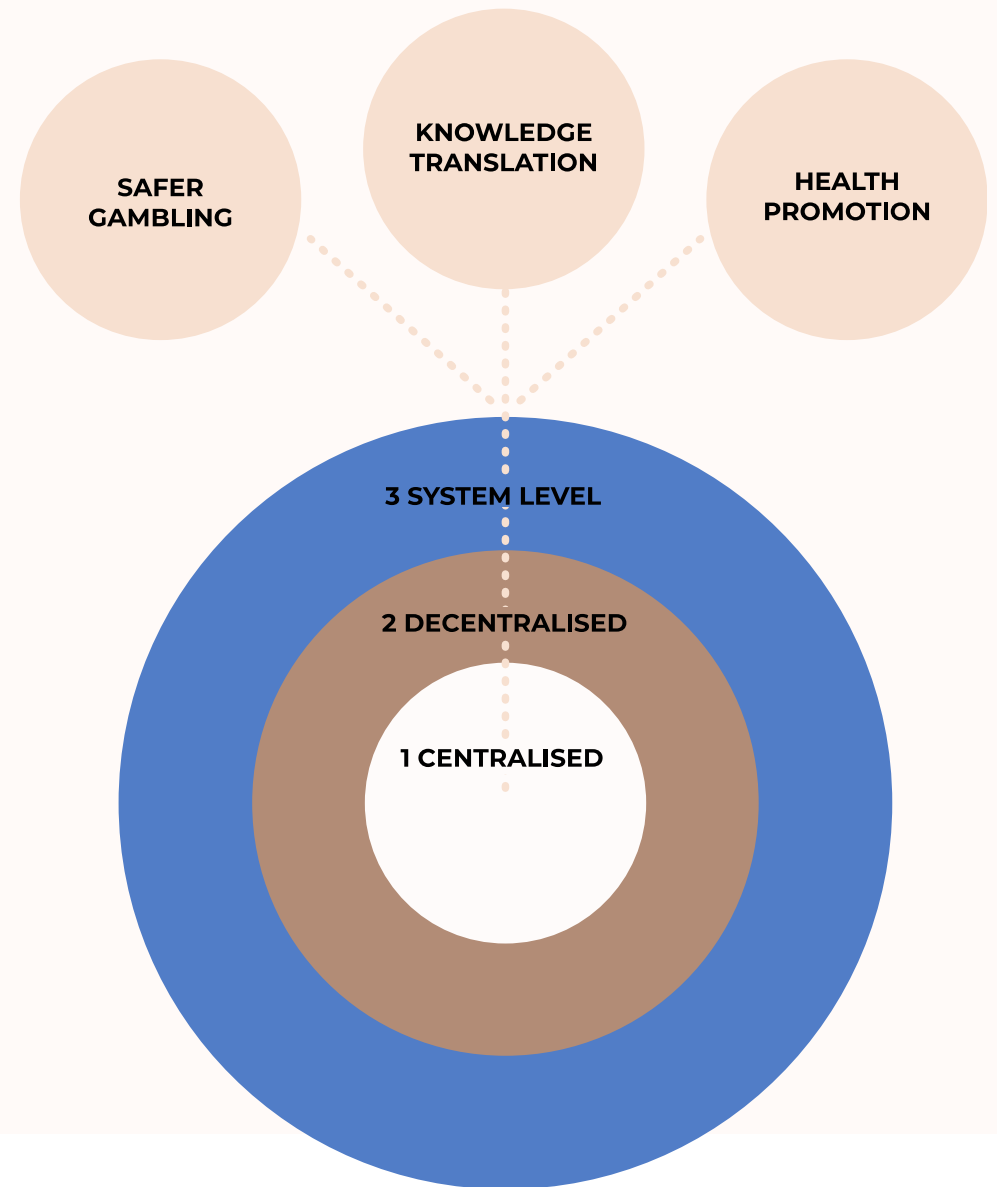
## PROGRAMME MODEL

### THREEFOLD APPROACH

1. Centralised
2. Decentralised
3. System-Level

### GUIDING LEVERS

- Safer Gambling
- Knowledge Translation
- Health Promotion

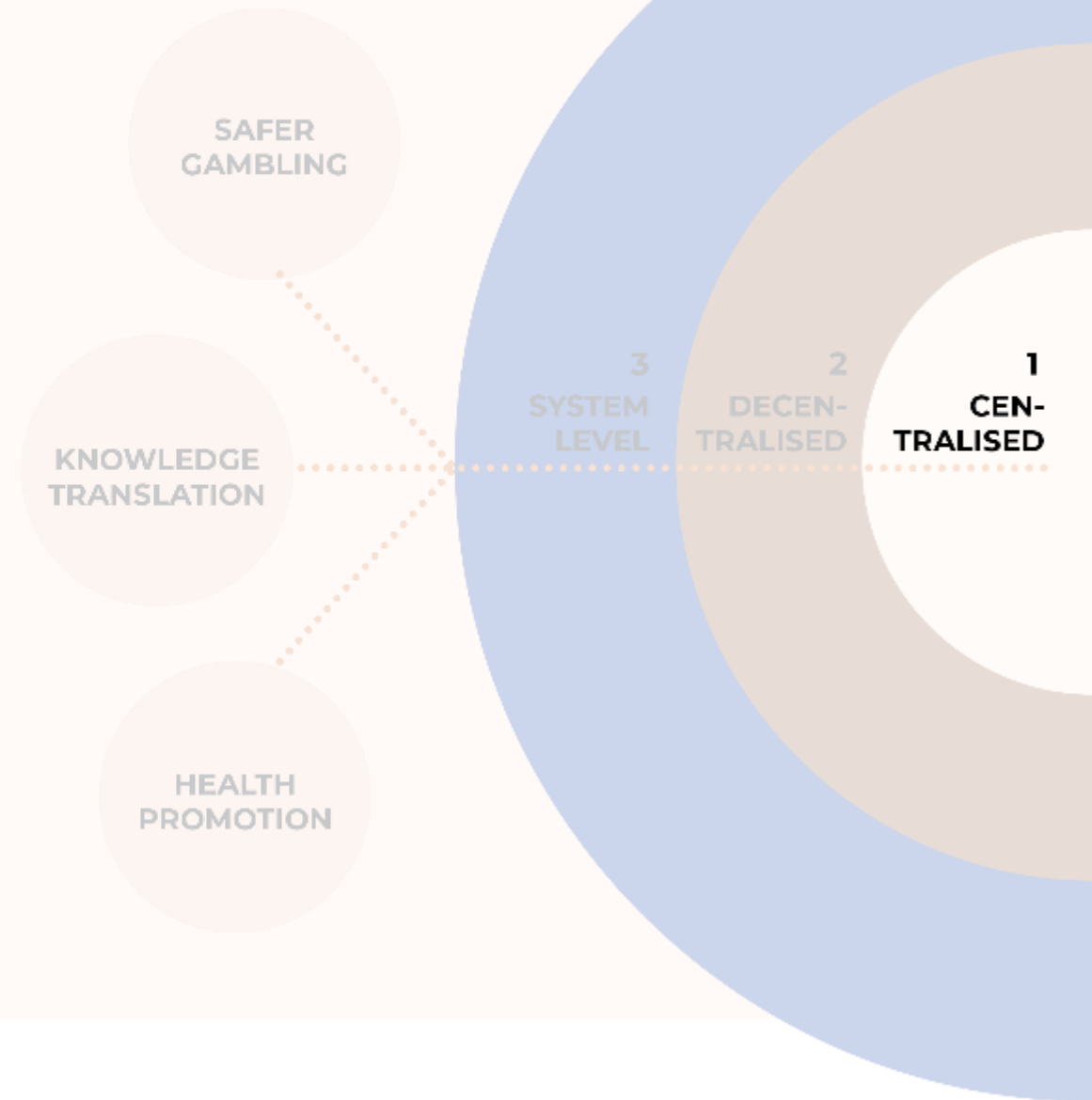


# Evaluation Capacity Building

## PROGRAMME MODEL

### 1 CENTRALISED SUPPORT

- Supports a Safer Gambling Evidence Hub (curated and specially designed resources)
- Home of a future Community of Practice
- Creates a space for evaluation of safer gambling practices to live and grow

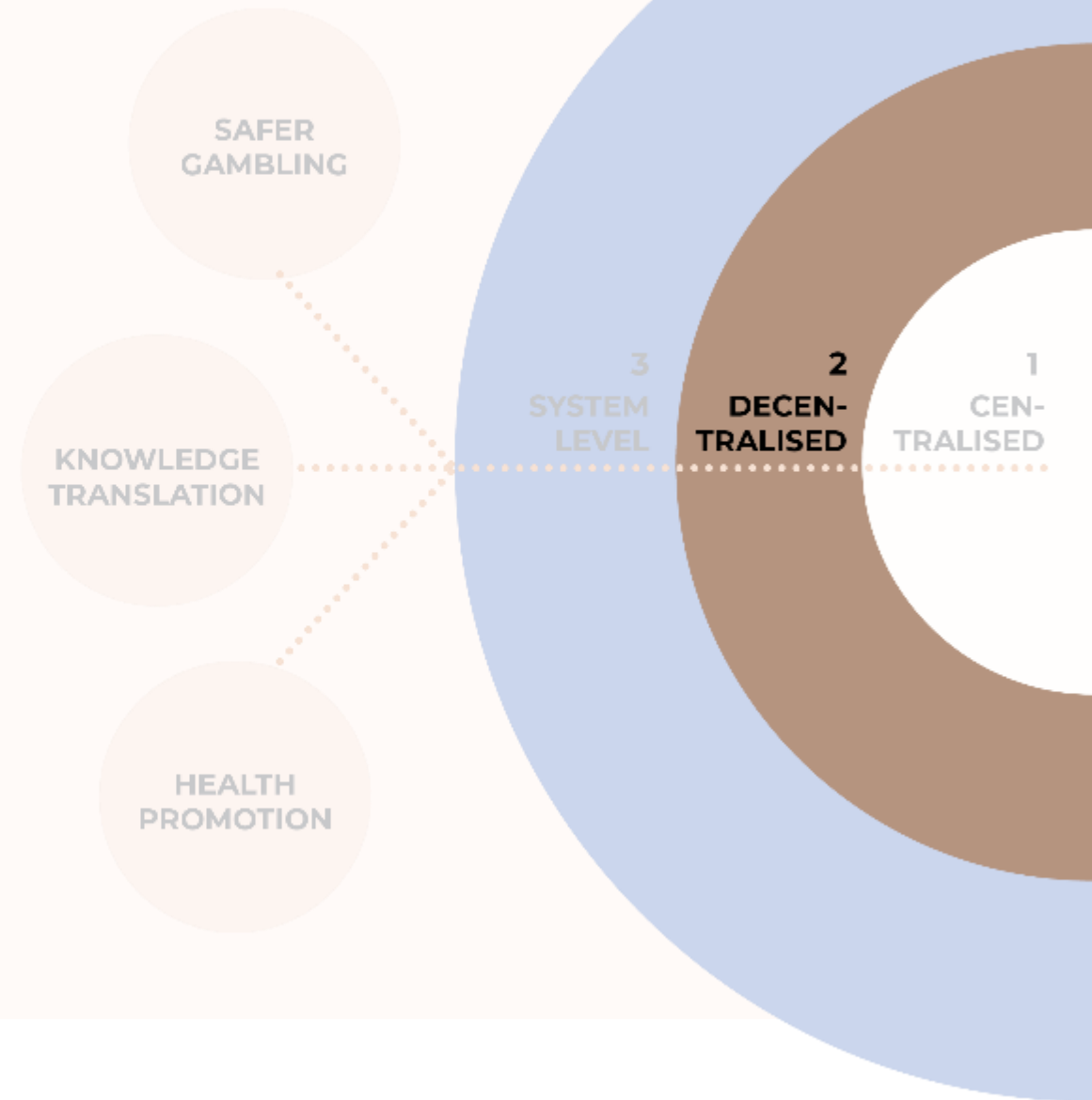


# Evaluation Capacity Building

## PROGRAMME MODEL

### 2 DECENTRALISED SUPPORT

- Provides one to one support for Strategy stakeholders tailored to unique needs and capacity
- Takes a participatory approach to evaluation capacity development
- Delivers third-party evaluation support for surge capacity

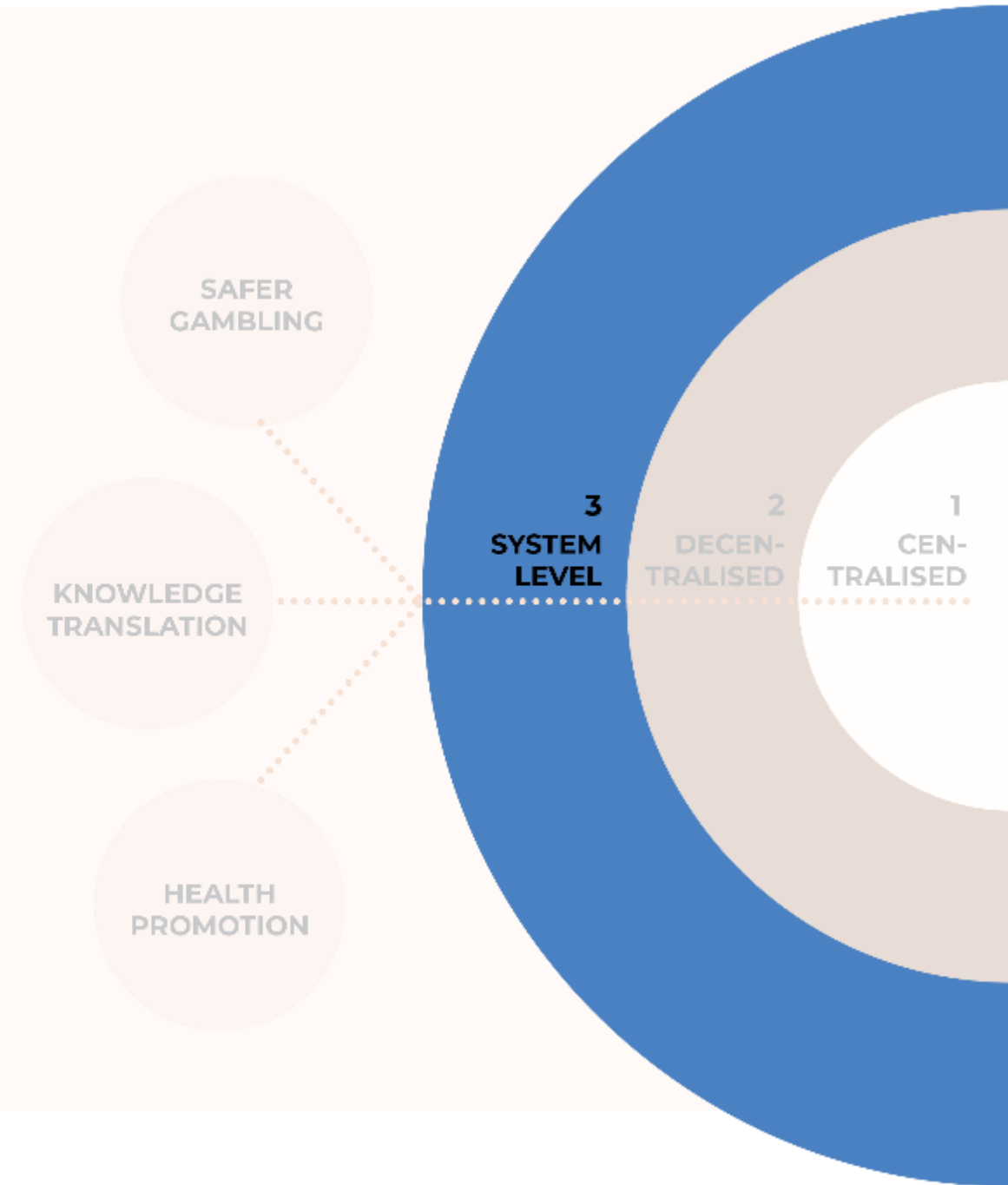


# Evaluation Capacity Building

## PROGRAMME MODEL

### 3 SYSTEM LEVEL SUPPORT

- Support system wide evaluation of major safer gambling policies
- Embeds evaluation activities as a core requirement for funding proposals
- Connects evaluation to enabling components of the Strategy

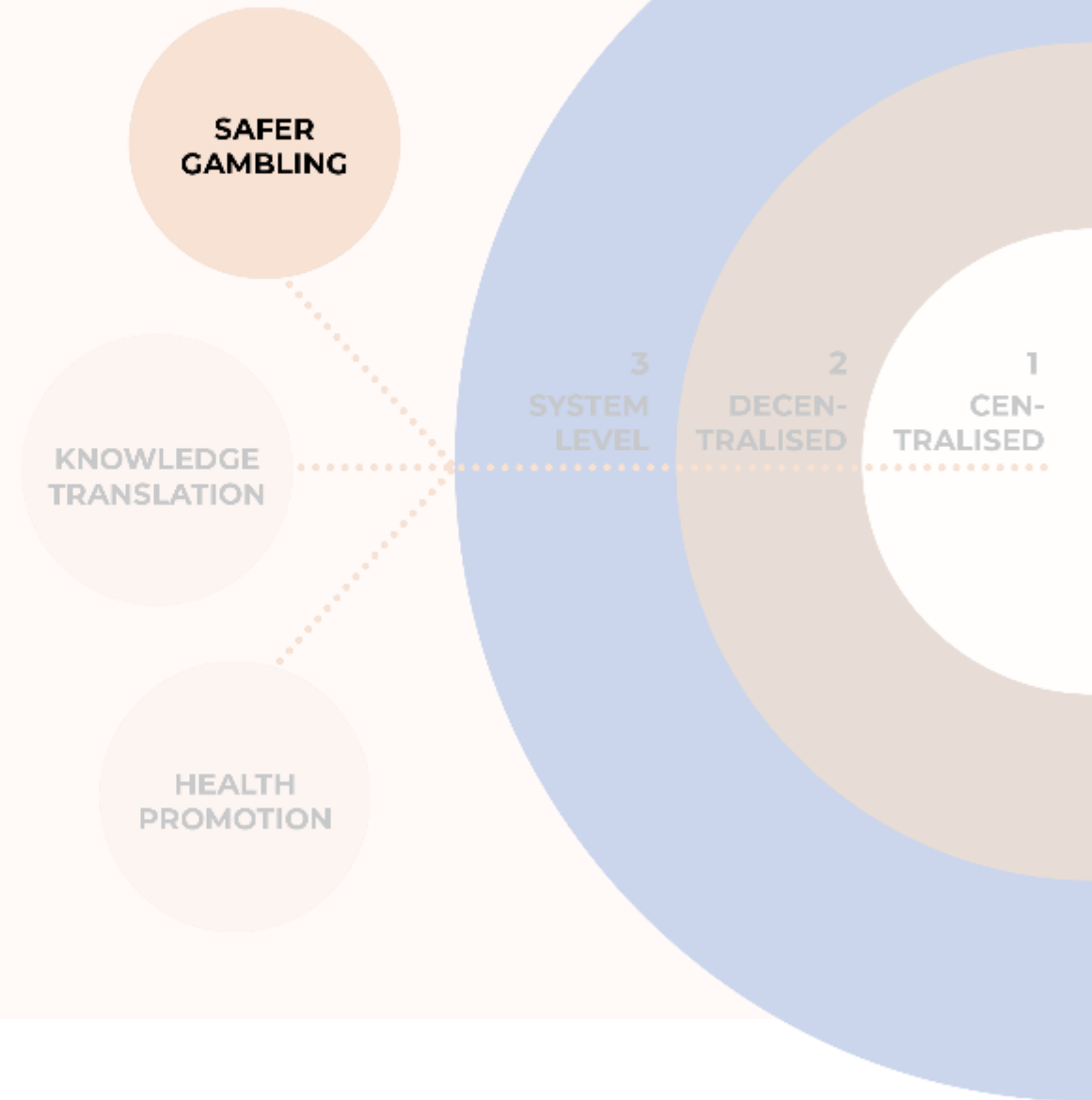


# Evaluation Capacity Building

## PROGRAMME MODEL

### SAFER GAMBLING LEVER

- Curates the best available safer gambling evidence
- Connects stakeholders to an international network of experts in safer gambling research, treatment, and prevention
- Facilitates uptake of evidence-based safer gambling practices



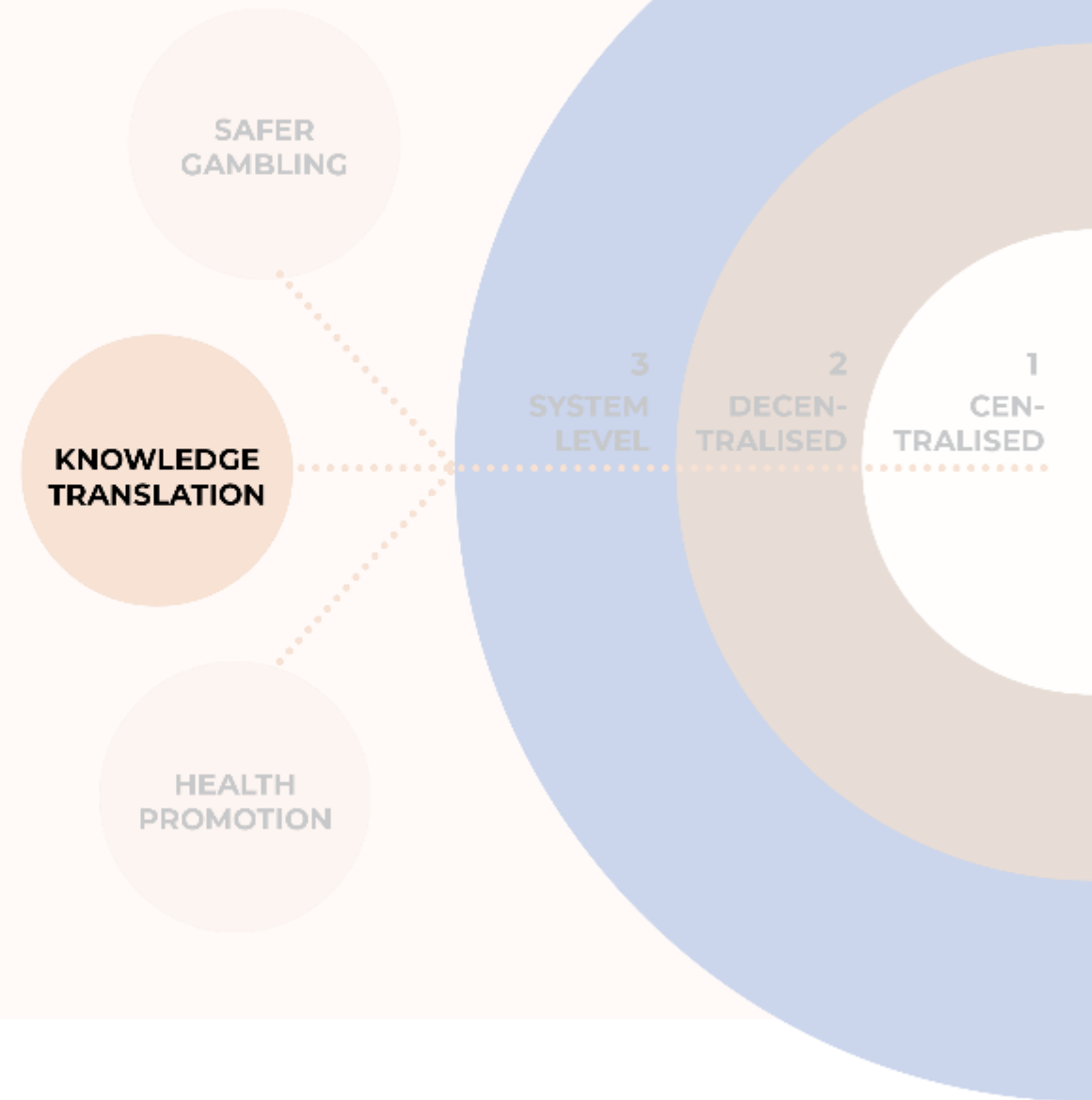


# Evaluation Capacity Building

## PROGRAMME MODEL

### KNOWLEDGE TRANSLATION LEVER

- Facilitates productive engagement amongst stakeholders
- Develops knowledge products for diverse stakeholders and use cases
- Manages complex organisational-level change with stakeholders

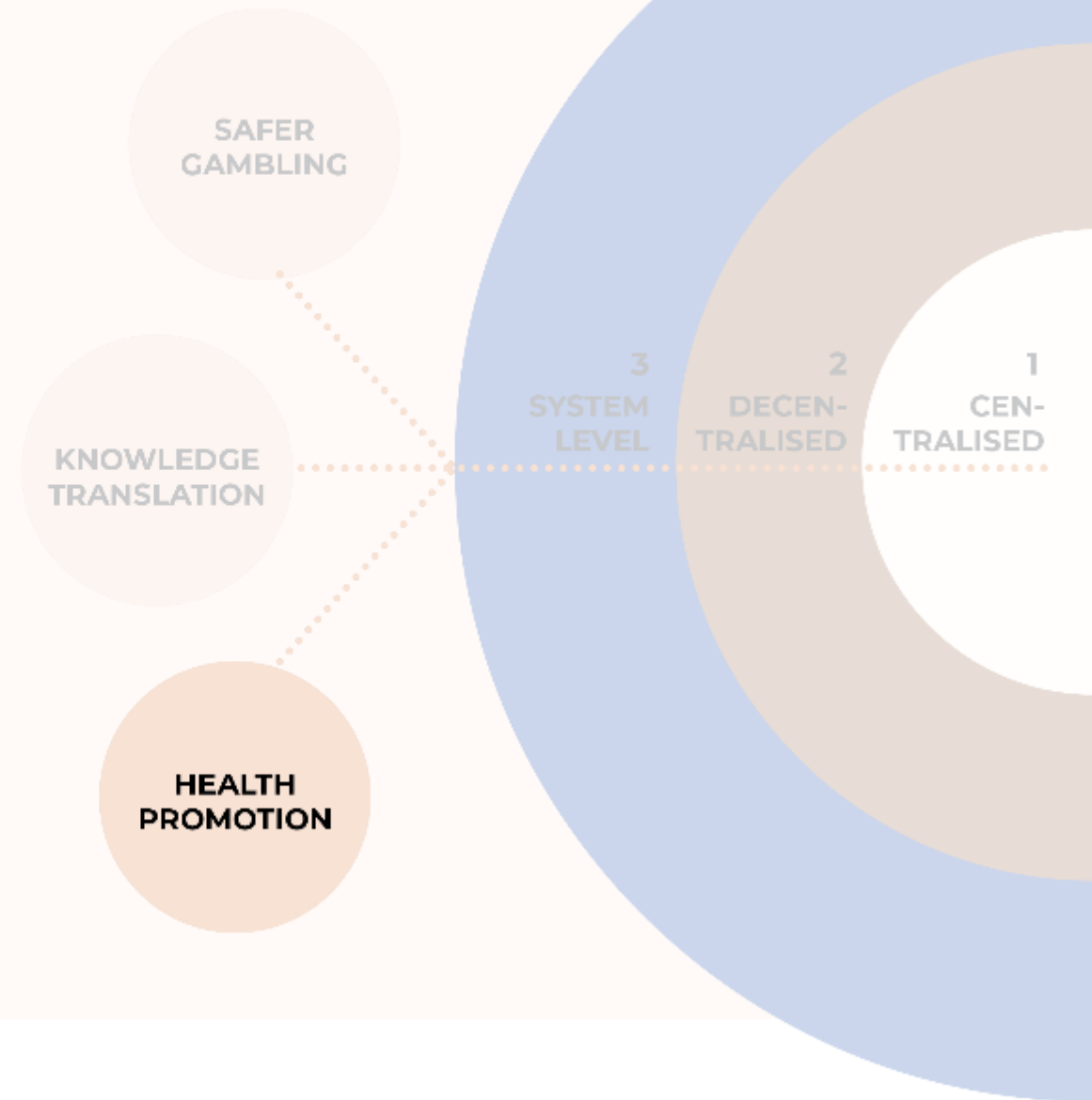


# Evaluation Capacity Building

## PROGRAMME MODEL

### HEALTH PROMOTION LEVER

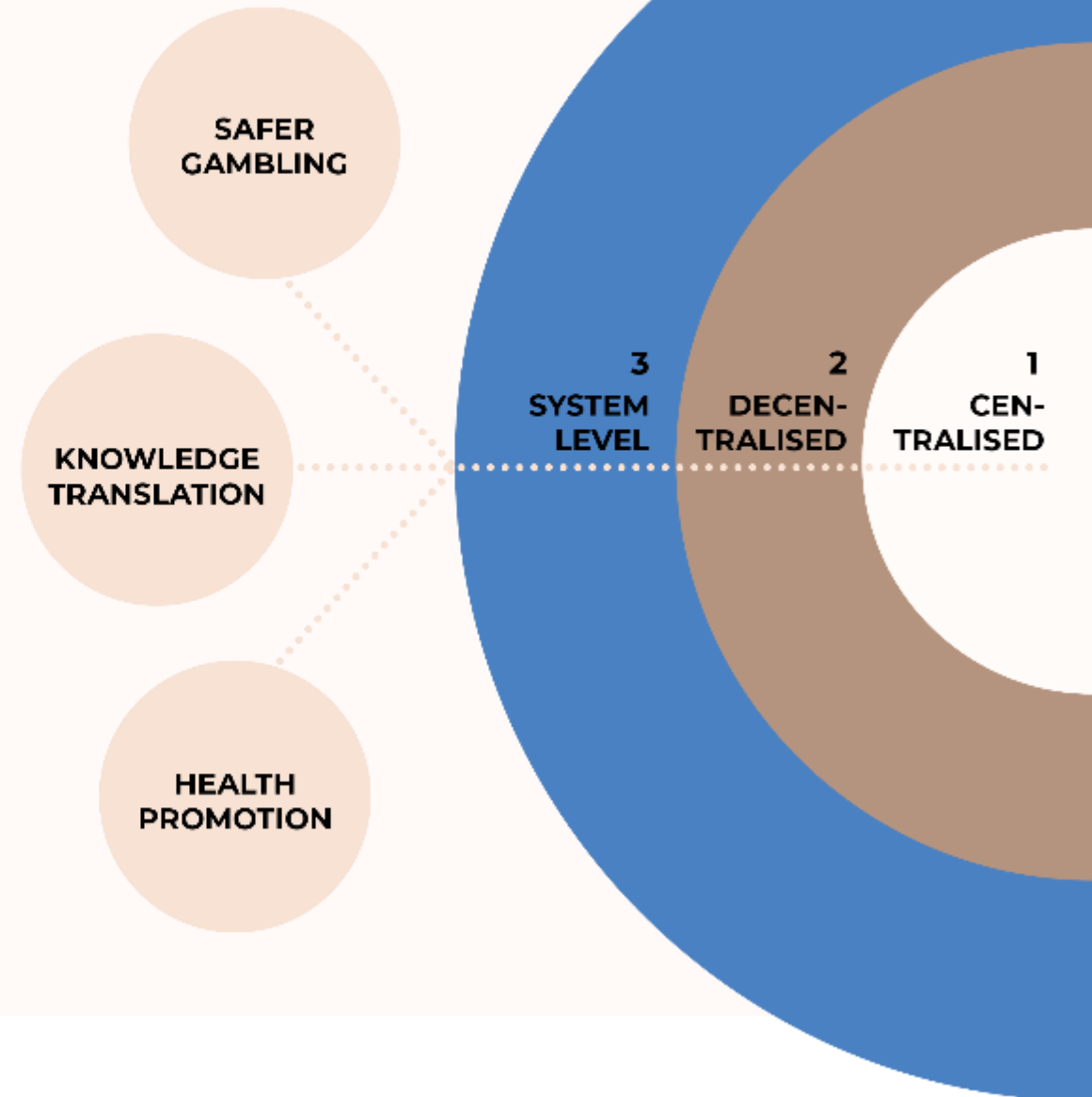
- Leverages behaviour change and built environment theories
- Promotes critical discussion and evaluative thinking as pathways for change
- Facilitates upstream adoption of evaluative thinking at the programme design level



# Evaluation Capacity Building




## PROGRAMME MODEL

- Builds evaluative thinking into projects from inception
- Creates linkages in evaluation frameworks across projects
- Supports engagement and contribution of evaluative thinking from lived experience group
- Develops champions to support evaluative thinking



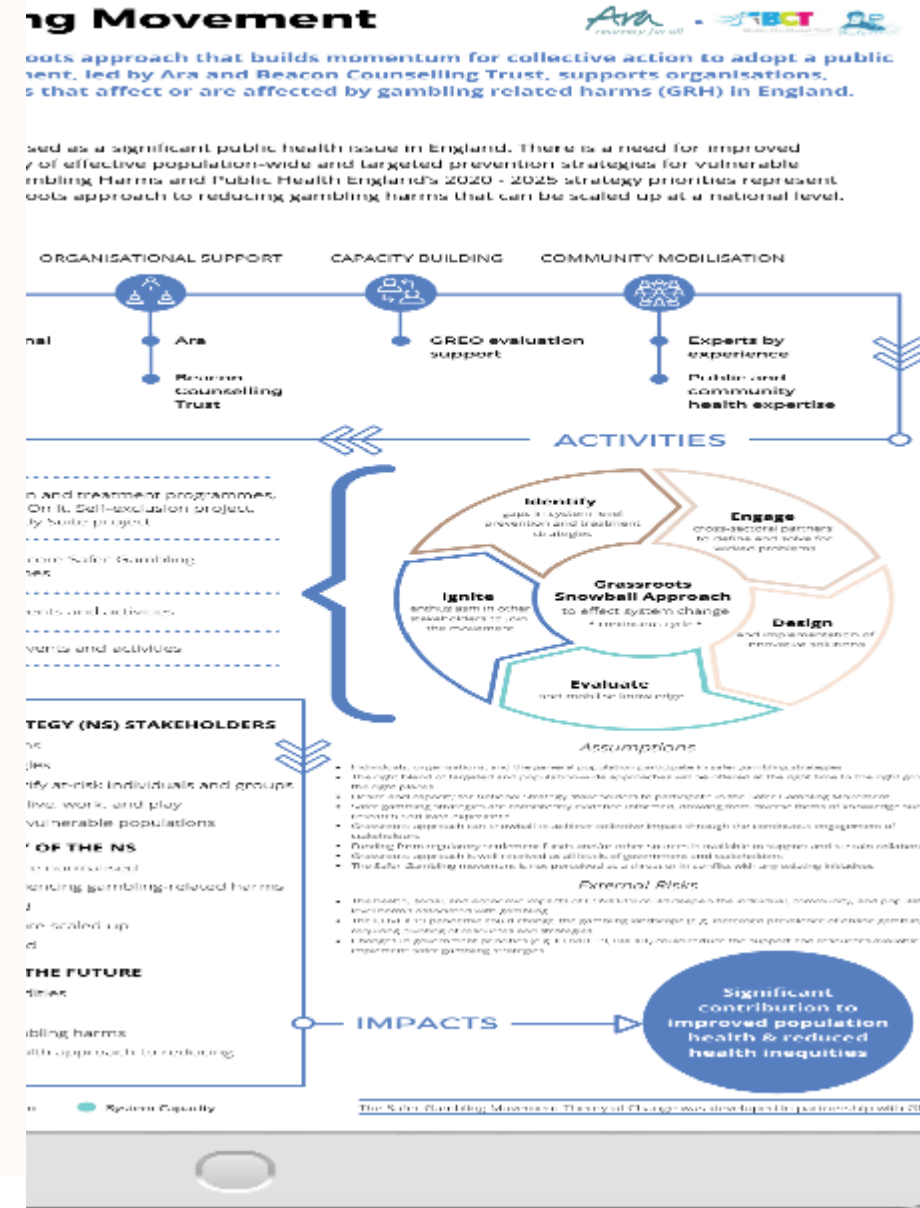
# Evaluation Capacity Building

## PROGRAMMING

-  Stakeholder Partnerships
-  Stakeholder Engagement
-  Safer Gambling Evaluation Evidence Hub

# PROGRAMMING

## STAKEHOLDER PARTNERSHIPS:



## Be On It



recognised as a significant public health issue in Great Britain. As a hidden harm, players experiencing harms ever seek treatment. This creates an iceberg where remain unidentified and without support. This Iceberg is coupled with a lack of awareness, identify early signs of harms, and signpost to treatment, and support in a national Strategy to Reduce Gambling Harms and Public Health England's 2020 - 2025 Strategic Plan. Don't Bet Your Life On It is a player-led initiative to launch Don't Bet Your Life On It as a player-led initiative to reduce harms from gambling.

experience and clinical expertise to deliver practical safer gambling strategies virtually for here to prevent any life from being needlessly affected by gambling-related harm. It is by providing players with a "seat belt" to prevent harms from occurring, identify early signs of harms, and signpost to treatment, and support in a national Strategy to Reduce Gambling Harms and Public Health England's 2020 - 2025 Strategic Plan.



## ACTIVITIES

### STAKEHOLDER ENGAGEMENT

Mass building: awareness wide and targeted, raising and promotion of awareness, promotion of DBYLOI through training programme, the ability for Public Health's level 2 Don't Bet You Can Help.

Level Spread: players, are identified, engaged, encouraged to adopt and use DBYLOI

### DBYLOI HEALTH PROMOTION PROGRAMMING

1. Prevent harm from occurring: safer gambling strategies and knowledge of gambling harms.
2. Intervene early: risk assessment tools and strategies to prevent further harm.
3. Provide first treatment: access to treatment: signposting to national and local treatment and support.



form their gambling behaviours, strategies, signs of being, or reduce their harms.

nt or reduce their harms.

ma and safer gambling strategies, support, and other stakeholders.

### Assumptions

- DBYLOI messages and delivery format will resonate with all cultural and demographic groups.
- The DBYLOI health promotion messaging does not inadvertently trigger harm.
- Early signposting to treatment will be effective in reducing the damage to players.
- Early signposting to treatment will be effective in reducing the damage to players.
- The use of early signposting to treatment will be an effective approach to reduce widespread addiction.
- Players will be willing to use the DBYLOI "seat belt" without system intervention.
- The DBYLOI system will be an effective strategy to reduce the damage to players.
- Players will be willing to use the DBYLOI "seat belt" without system intervention.
- The DBYLOI system will be an effective strategy to reduce the damage to players.

### External Factors

- The health, social, and economic impacts of COVID-19 could threaten the individual, community, and population level harm associated with gambling.
- The COVID-19 pandemic could change the gambling landscape, changing the nature of the harm associated with gambling.
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## IMPACTS

The submerged base of the iceberg of gambling harms is brought to the surface, changing the way we understand, prevent, and treat gambling related harms.

The Don't Bet Your Life On It Theory of Change was developed in partnership with



ant public health issue in England. There is a need for place-based education lay to identify and address GRH.

designed to increase participants' understanding of problematic gambling and related risk, and enable participants to direct affected individuals to reliable sources of help. The Royal Society for Public Health, this Level 2 qualification is available at no cost to all and seeks to educate and empower individuals to address gambling-related harm. It is intended for the wider public health workforce and individuals, as well as relevant community leaders, organisations, and cultural groups. The BYCH supports the Safer Gambling Movement, a grassroots approach to adopting a public health approach to gambling.



Identify indicators of GRH to support and address the risk of safer gambling, using the resources, signposting to treatment, and support in a national Strategy to Reduce Gambling Harms and Public Health England's 2020 - 2025 Strategic Plan.

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## IMPACTS

Asking the right questions at the right time prevents lives being lost from GRH

The Don't Bet Your Life On It Theory of Change was developed in partnership with



# Evaluation Capacity Building

## PROGRAMMING

1

### STAKEHOLDER PARTNERSHIPS:

- Greo partnership with Scottish Public Health Network or ScotPHN to provide evaluation capacity support (Theory of Change, measures, etc.)
- Gambling specific knowledge and support for local evaluator



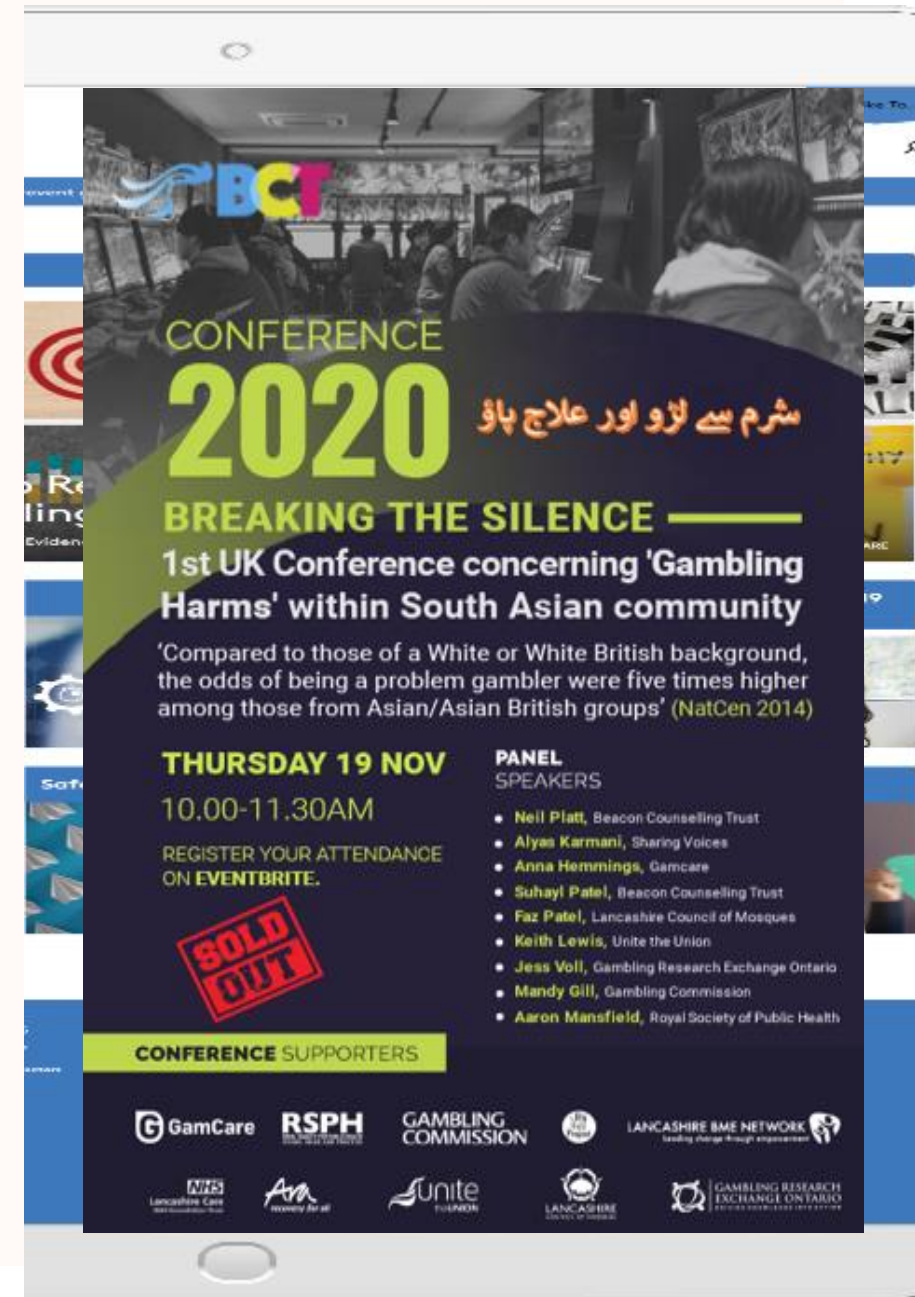
# Evaluation Capacity Building

## PROGRAMMING

2

### STAKEHOLDER ENGAGEMENT:

- Facilitating knowledge mobilisation (e.g., Communities of Practice, workshops, etc.)
- Presentations at conferences
- Learning more about how we can help you!





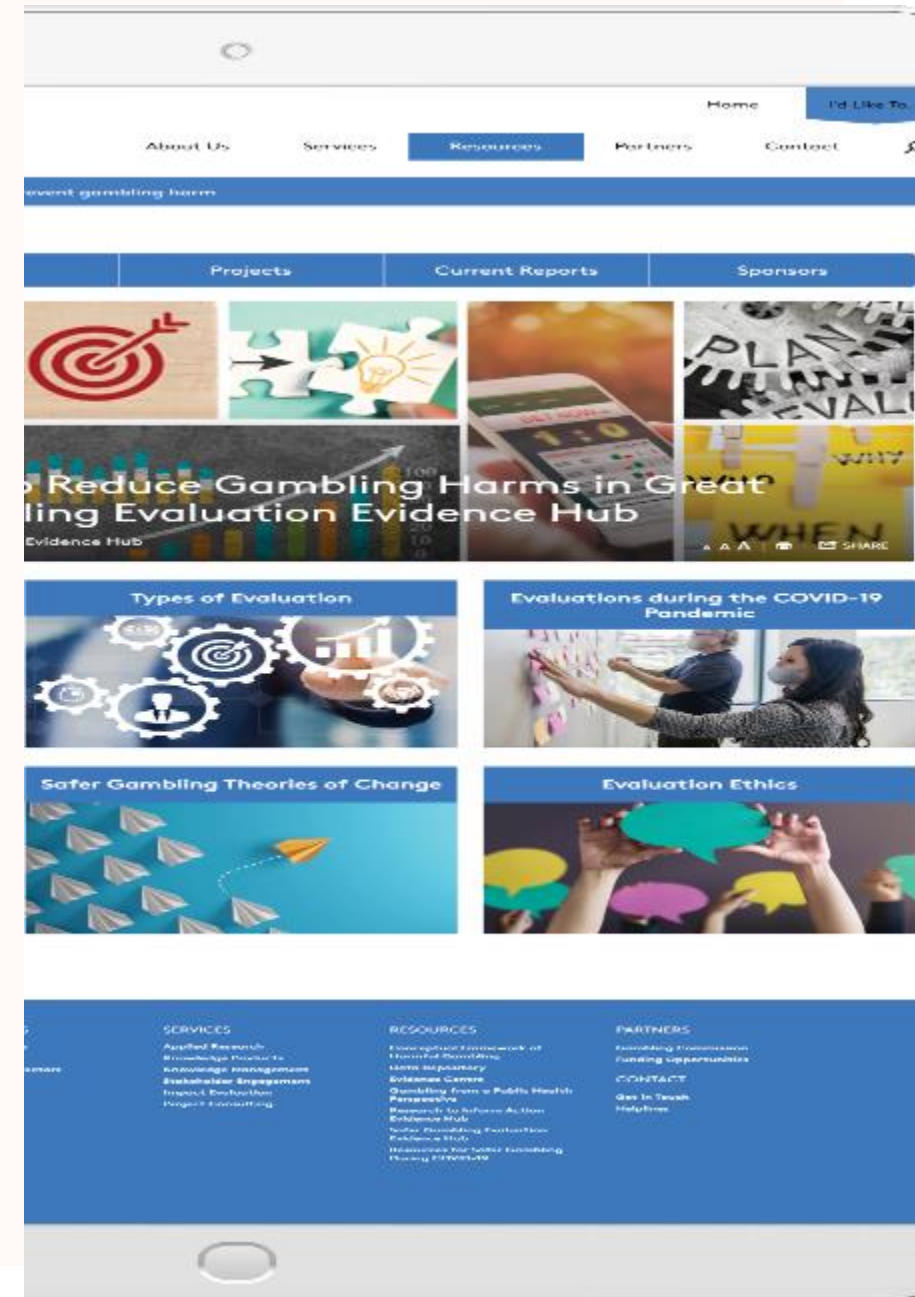
# Evaluation Capacity Building

## PROGRAMMING

3

### SAFER GAMBLING EVALUATION EVIDENCE HUB:

- Evaluation Primer
- Types of Evaluations
- Evaluations During the COVID-19 Pandemic
- Safer Gambling Evaluations
- Safer Gambling Theories of Change
- Evaluation Ethics
- Evaluation Tools and Resources



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event gambling harm

# of Change


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tion Evidence Hub / Safer Gambling Theories of Change



ding of how and why a programme, activity, or initiative works in practice to achieve described as a "programme theory", captures all those details in one diagram.

rogramme, the logical connections between them, and the changes that are expected

ions on which a programme is based,

lines its expected outcomes and identifies the inputs and activities that get it there. work to guide the implementation of a programme as well as its evaluation.

rogramme leads to change by showing the causal chain that leads from its inputs change can be as broad or as specific as needed, depending on whether it is descri

ganisation. Common components of a theory of change include:

ad that sparked the creation of the programme

:

id to reach and all groups who will directly benefit from the programme

nding) invested into a programme

ies run as part of a programme

roduced as a result of key activities

re expected to result from a programme. This includes changes in behaviours, attitu

i measured. Outcomes range from short to long-term.

external factors on which the programme is based

ie programme that are beyond the control of its implementers

fferent components, an accompanying narrative can be added to a programme's the

i add value by:

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# IS


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tion Evidence Hub / Safer Gambling Evaluations



g initiatives from around the world, grouped by programme topic area. These are not they are context-specific evaluations conducted in the real-world.

g carried out and evaluated internationally.

ures to reduce harms from gambling and avoid 'reinventing the wheel'.

and the relevance of evaluation activities and achievements, thus improving gambling initiatives.

isations to assess and improve activities that reduce harms from gambling.

on mistakes and promote a more enabling environment to ensure safer gambling.

t are especially relevant to stakeholders of the **National Strategy to Reduce Gambli**

safer gambling initiative that could be added to this webpage? Email

say about the topic areas listed above? Visit our **Research to Inform Action** microsi

Strategy's themes to Reduce Gambling Harms in Great Britain.

**Connect with greo.**

**[www.greo.ca](http://www.greo.ca)**

