



IFF Three Horizons Session: A virtual workshop on reducing gambling harms taking a person centred, public health approach

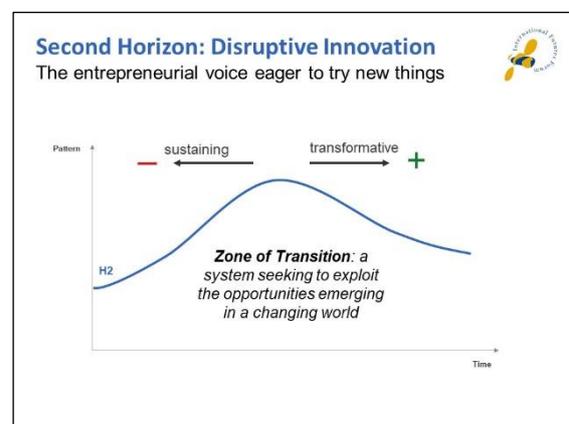
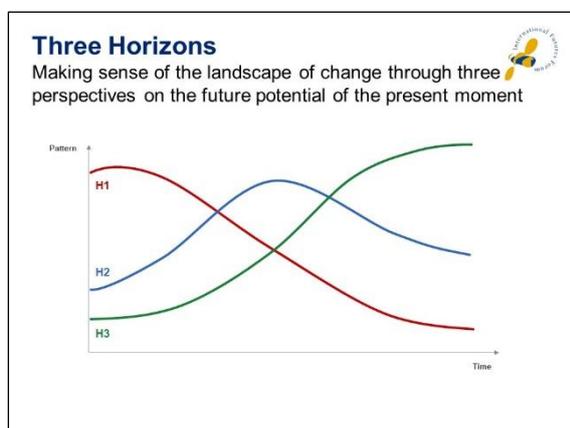
Thursday 11 June, 10.00 – 12.00

Getting Started

After an initial round of check-in and introductions, Cath Cooney, The Alliance, set out the context for the workshop. She explained that it was focussed on taking effective action, in the context of Covid-19 and other trends and disruptions in the world that require us to challenge ourselves to think differently.

Three Horizons and Transformative Innovation

Graham Leicester then introduced the [Three Horizons framework](#). This helps us to discern three horizons, three patterns of activity *in the present* and the ways in which their interaction over time creates the future. There is always a business as usual pattern (the first horizon, H1), a pattern of innovation (the second horizon, H2) and a pattern of visionary practice holding the seeds of a viable future (the third horizon, H3).



Innovations in the second horizon can either find their place in the existing dominant pattern or can help to create space for the new H3 pattern to emerge. This is the distinction between 'sustaining innovation' and '[transformative innovation](#)'. *Both* are needed to effect a system transition: the transformative element is the focus of this workshop.

Three Horizons of Gambling Harms

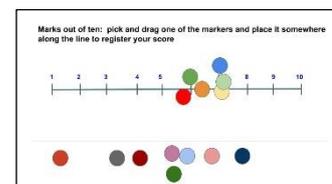
Participants were presented with a first draft map of the landscape of change relevant to gambling harms, based on a pre-workshop questionnaire. This identified concerns about the present dominant pattern (H1), aspirations for the future (H3),

examples in the present that suggest our aspirations can be realised (H3 in the present) and the pattern of innovations in play (H2) – which might go either way.

Graham invited the group to study this map (see summary version below) and to award it marks out of ten. Is it a perfect representation of the landscape with a good sense of the challenges, a strong picture of the future and plenty of insight about how to get there? Or are there significant elements missing, lack of clarity, absence of vital perspectives?



The map was generally thought to be a pretty good start, scoring an average of between 6 and 7. Participants then split into smaller groups to consider how to improve the map to raise its score – not to 10 (perfection) but at least half way to 10. This led to the following observations:



- Scotland is not sovereign, would need to adapt eg a New Zealand approach
- Need to recognise the complexity of this issue
- Wider societal debate is needed to inform policy
- Evidence paradigms - how to broaden our sense of what counts as evidence?
- Incorporate evidence from experience
- Need to create a broad consensus on the role of gambling
- Need a real plan
- There is a broader context - eg Scotland and the wellbeing economy
- Need a societal level debate - everyone has an opinion
- Technology has changed the landscape - need to take stock of where we are now as a society

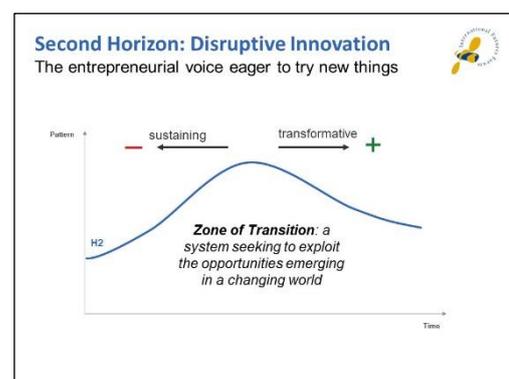
- This is the right moment - time to act, an opportunity
- There are structural issues being addressed in the context of Covid-19 and that is an important part of the context
- What is the public health approach? – the map needs more clarity on that
- More explicit articulation of the wider determinants of health
- Needs a greater emphasis on involving people
- People and place are two big features of a public health approach
- Need to include the wider context of a movement to H3, not just gambling harms but homelessness, poverty etc
- Acknowledge the trauma-informed approach: it's not what's wrong with you it's what is happening or has happened to you
- Need a better sense of the wider determinants of health in H3
- Prevention of harm as an aspiration for the future
- Violence Reduction Unit decade of multi-layered interventions brought down violence – a source of hope in the present
- Recognition that organisations need to change approach as well as people changing
- Deeper understanding of people and why they turn to gambling
- VRU moved from harm reduction to interrupting routes into violence – capture some of that dynamic
- Get to a better balance of harm reduction as prevention and not just treatment
- What are the success stories from elsewhere we can learn from?
- Organisational behaviour change is part of the solution
- VRU humanised the approach
- Need to capture the imagination – this is not just about the individual, it is also about the family, friends, the pattern of relationships

These points are now included in the revised version of the Three Horizons map included as an appendix to this report. Graham stressed that this remains a draft: some of the suggestions for improvement might require further elaboration or research, for example seeking out 'success stories from elsewhere we can learn from'. The important thing about the map is that it offers a sense of direction and therefore a clearer view of what kind of evidence (H3 in the present) and innovation (system transition, transformative innovation) we might be looking for.

Pivotal Shifts

Once we have a third horizon in view, and only then, we can begin to discern the pivotal shifts in thinking or approach that will make the difference between sustaining and transformative innovation.

Graham explained that this is not a quality of the innovation itself but of our intention for it. Wind power can feed the existing centralised power generation system by replacing coal-fired power stations with large scale wind farms. Or it can feed a more local, distributed, resilient system in which every home has its own turbine. The H1 and H3 patterns are different, even if the technology is the same.



Small groups were asked to consider this issue in the context of the gambling harms map. What kinds of shifts will we need to make in order to move the system overall towards our third horizon vision rather than only improving on the first horizon?

This generated the following comments:

- Is there enough of H3 already present in order to be able to sustain it? Perhaps we need more radical innovation in the present, to plant more seeds?
- Shifting from thinking about what we don't want towards thinking about what we do want
- Using evidence from lived experience carefully
- Developing a more generative and less polarised relationship with the industry (eg on the issue of funding for research)
- Bringing issues of power to the fore (note that Covid-19 has potentially pushed back on ground gained on 'people empowerment' - see BMJ Drinkwater June 2020. There will need to be a space beyond the pandemic to consider how we could have done things better. We need to be a part of this conversation, joining as equals)
- Need to have the societal debate - balancing rights of the individual vs the collective. Justice, equity, rights
- Political will at all levels, local to national
- Coming out from under the 'it's a reserved matter' defence in Scotland;
- Mobilising high-level advocacy
- Think about how to make 'sharing story' empowering
- Person-centred narratives must lead to organisational public health contributions
- A clearer understanding of the tools / levers that we have that effect the preventative shift - in all its forms (that includes education, enforcement and regulation, environment, and equity - for individuals, families and communities).

These points are also included in the new map of the landscape in the appendix.

What's Missing?

With the workshop drawing towards a close, Graham asked all participants to consider one final question. What in their opinion is missing from our existing work that might help us make the shifts in thinking and approach identified and will thus enable the system transition from H1 to H3?

This generated an interesting list, effectively of the enabling conditions for the work of system transition in this arena to be successful. These were the points made, also included in summary in the revised Three Horizons map:

- An articulated vision
- Definition of key aspects of the approach - public health
- Placing gambling harms work firmly in the context of other things on which Scotland is already making progress
- Further exploration of the relationship with industry and the part they can play

- A joint responsibility across organisations to deliver a population approach, eg public health research to support prevention and regulation measures
- More detail on measurements of success
- Clarity on what *we* expect to bring to make these changes "bite" in a sustainable way
- We need to bring in those with tech knowledge
- Joint agreed targets, with baseline values, and a roadmap for delivering the necessary changes
- If this map is 'good enough' after this session - let's move to act together
- Higher profile of gambling harms and interest - might be especially difficult in context of Covid-19 when everyone is stretched. Danger that we are only reaching those with an interest. We need to generate awareness and interest. Important to remain cognizant of other community priorities and how these relate
- Gambling harms explicitly recognised within Covid-19 social mitigation response and recovery actions
- A clearer understanding of the tools / levers that we have that effect the preventative shift - in all its forms (that includes education, enforcement (regulation), environment, and equity - for individuals, families and communities)
- Sufficient political leadership and ownership
- Strengthen trust across sectors to work agilely and collaboratively
- We can all continue to do what we were already doing and applying it to gambling - but we have to be honest enough to keep asking "will this actually be sufficient?"

The Three Horizons Story

To draw the session to a close, Graham introduced the Pixar formula for its films – each of which is a story of transformation from a settled state ('once upon a time...') to a transformed future ('until finally...') triggered by creative action. He invited members of the group to improvise the six sentence story of the transformation of the landscape of gambling harms as revealed in the morning's workshop conversation. The story came out as follows:

"Once upon a time there was a public health issue that had been long ignored.

Every day individuals worked hard to try and find solutions, but there were challenges.

Then one day people began to create a new vision based on collaboration and trust.

Because of that, through conversation they started to understand what the problem really was and look for solutions.

And because of that dialogue and looking for solutions it became clear that there was a way forward and that the world could be made a better place.

Until finally people in Scotland were actually better protected from experiencing gambling harms."

Close

Will Griffiths from The Alliance closed the session by thanking everyone for their time and contribution. This had been a useful conversation and Three Horizons had provided a good framework for working with the issues, the challenges but also a vision.

He assured everyone that the materials from the conversation would be captured in a report so that they could feed the next generative steps and action planning.

Graham Leicester
International Futures Forum
15 June 2020

Participants

Cath Cooney, ALLIANCE
Will Griffiths, ALLIANCE
Helen Rhodes, Gambling Commission
Tim Miller, Gambling Commission
Phil Mackie, ScotPHN
Michelle Gillies, ScotPHN
Anna van der Gaag, Chair, Advisory Board for Safer Gambling
Morris Fraser, Scottish Government
Dr Steve Conroy, GP Lanarkshire
Chiara Marin, Fast Forward
Gerda Reith, University of Glasgow

Graham Leicester, International Futures Forum, facilitator

Three Horizons of Gambling Harms - June 2020

Enabling Conditions for system transition: vision, clear definition of a public health approach, gambling harms as part of a wider context, generative relationship with the industry, shared responsibility across organisations, clear measures of success, technology knowhow, raised awareness and profile, part of the Covid-19 recovery agenda, clear understanding of the range of tools and levers available, a roadmap and a plan, willingness to act differently to get different results.

