

REPORT TO: CITY GOVERNANCE COMMITTEE - 20 APRIL 2026

REPORT ON: CHARTER TO REDUCE GAMBLING HARMS IN THE WORKPLACE

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 55-2026

1.0 PURPOSE OF REPORT

To seek formal endorsement and implementation of the Charter to Reduce Gambling Harms in the Workplace, integrating it into the Council's Workforce Wellbeing Framework and Gambling Harms Support Policy, and to note the planned partnership working with NHS Tayside and Leisure & Culture Dundee towards adoption of the Charter. The Charter directly supports Dundee City Council's wider wellbeing aims by strengthening our commitment to early intervention, stigma reduction, and the creation of a safe, supportive and healthy working culture.

2.0 RECOMMENDATIONS

It is recommended that Committee:

- (i) formally endorses the Charter to Reduce Gambling Harms in the Workplace;
- (ii) agrees to integrate the Charter into the Council's Workforce Wellbeing Framework and Gambling Harms Support Policy;
- (iii) remits People Services to coordinate implementation and evaluation, including policy alignment, training, and awareness campaigns;
- (iv) supports engagement with external partners, including NHS Tayside and Leisure & Culture Dundee, to co-design resources and referral pathways;
- (v) Promote the Charter with other external organisations as appropriate, and share learning and lessons from implementation process, and;
- (vi) requests annual progress reporting, commencing 12 months from launch, to the Council Leadership Team, with a view to sharing best practice across other local authorities and public sector bodies.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4.0 MAIN TEXT

4.1 Context

Gambling harms are increasingly recognised as a public health and workforce wellbeing issue. Dundee City Council, in partnership with Unite the Union, has expressed interest in adopting the Charter to Reduce Gambling Harms in the Workplace, aligning with the Council's commitment to a safe, inclusive, and supportive working environment. The Charter to Reduce Gambling Harms in the Workplace has clear principles:

- **Clear senior leadership commitment**

A visible, organisation-wide statement that gambling-related harms are taken seriously and embedded in wellbeing policy.

- **Collaborative approach with unions and employees**

Senior leaders commit to consulting and involving trade union reps and employees in shaping the approach.

- **Positive, supportive culture**

Ensure effective management standards, so employees feel valued and supported if they experience gambling-related harms.

- **Training and awareness**

Managers, appropriate sections of the workforce and Trades Union reps receive training to recognise harms and signpost support.

- **Accessible support and information**

Clear routes for employees to seek confidential help, with freely shared information on how to access support.

- **Support for recovery and return to work**

Employees affected by gambling harms are offered appropriate support, adjustments, and regular contact to aid return to work.

- **Parity with other wellbeing policies**

Problematic gambling is treated sensitively, with equal status to drugs and alcohol policies in informal and formal procedures.

Formal endorsement and implementation are now sought to move from intent to action.

The Scottish Government's strategy on reducing gambling harms emphasises a whole-systems approach, including workplace interventions. The Charter provides a structured framework for employers to identify, prevent, and respond to gambling-related harms among their workforce. Embedding this Charter directly supports DCC's commitment to a compassionate, prevention-focused wellbeing culture, ensuring colleagues feel safe, valued and supported to seek help early without stigma.

Gambling harm comes at a significant risk to public health. Gambling-related harms are increasingly recognised in Scotland as a public health and workforce wellbeing issue, with impacts extending beyond gambling behaviour to mental health, finances, relationships and wider service demand.

Recent Scottish Health Survey evidence indicates that **58% of adults in Scotland gambled in the previous 12 months**, and using the Problem Gambling Severity Index (PGSI), **0.4% of adults were experiencing problem gambling**, with a further **1.5% at moderate risk and 4.5% at low risk**.

These harms are not evenly distributed: national intelligence highlights a clear association with deprivation and inequality, with problem gambling more prevalent in Scotland's most deprived communities.

Public Health Scotland notes that estimating the full societal cost is complex but indicates that **low- to high-risk gambling in Scotland is estimated to cost up to £60 million per year**, likely an underestimate due to data limitations.

While Dundee-specific prevalence is not routinely captured through national surveys, local authority-level modelling is available via published local area gambling harm profiles (including **Dundee City**) to support place-based planning.

In parallel, Scotland's Healthcare Needs Assessment concludes that demand for support has increased in recent years and that effective responses should be locally accessible, integrated with trusted services, and designed to reduce stigma and barriers to seeking help - all of which reinforces the rationale for an employer-led, prevention-focused approach within a workforce wellbeing framework. (Please see also Appendix 2 for more detail).

Dundee City Council's internal Gambling Harms Support Policy and Employee Health & Wellbeing Framework (2023-2027) already prioritise mental health, early intervention, and stigma reduction, all of which are directly supported by the Charter.

Leisure & Culture Dundee and NHS Tayside have agreed to be joint parties to the Charter and are currently progressing ratification through their individual internal governance routes. Once this has been concluded, there will be scope to finalise charter design with agreed signatories and plan for a formal launch and implementation.

Formal adoption of the Charter provides an opportunity for the Council to reiterate visible leadership in the wellbeing space, reinforcing a culture that actively reduces stigma, encourages early help seeking, and aligns with our strategic commitment to creating a safe, inclusive, and preventative working environment.

4.2 Risks of Inaction:

- Continued stigma and underreporting of gambling harms.
- Missed opportunities for early intervention and prevention of financial, emotional, or safeguarding issues.
- Unmanaged financial harm increasing fraud or safeguarding concerns
- Potential reputational risk if the Council is perceived as lagging behind other authorities in workforce wellbeing.

Opportunities:

- Position Dundee City Council as a leader in public sector wellbeing and social responsibility.
- Strengthen links with local services and partnerships.
- Alignment with emerging best practice across Scottish public sector workplaces.
- Enhance employee confidence in accessing support and reduce stigma.
- Embedding the Charter alongside existing policies enhances visibility and organisational commitment.

Current Gaps:

- The Charter is not currently adopted and is therefore unaligned with our policy or guidance on gambling harms in the workplace.
- Unfulfilled potential on raising employee awareness and increasing training on recognising gambling-related distress.

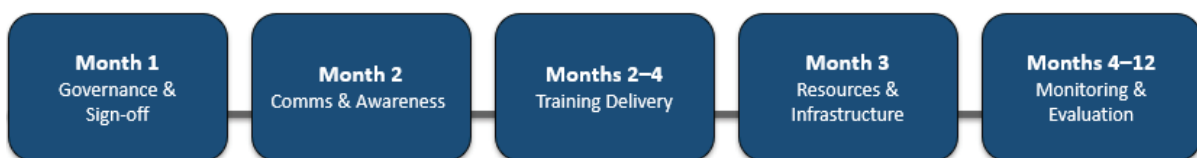
4.3 Implementation Plan

- Agree process for sign-off and formal launch in partnership with Trade Unions, Leisure & Culture Dundee, and NHS Tayside.

- Develop and promote communications to raise awareness of the Council's Gambling Policy.
- Schedule and deliver training in partnership with GamCare, including:
 - Awareness for managers.
 - Targeted training for specific employee groups (eg HR, Customer Services, Debt Recovery, Welfare Rights, Tenancy Support).
 - General harmful gambling e-learning module for all staff.
- Create a dedicated Gambling Harm SharePoint page on the Employee Health & Wellbeing site to include manager guidance, referral pathways and self-help materials.
- Monitor and evaluate impact through People metrics (eg absence, employee relations cases, usage of Employee Assistance Programme) and employee feedback

Any costs associated with training, communications, or partnership working will be met from existing budgets. Free, targeted training will be provided by GamCare. GamCare is the leading provider of information, advice and support for anyone affected by gambling harms. There will be minimal, indirect costs associated with this, ie operational costs to release participants to attend any planned training events.

4.4 Indicative Timeline for Implementation



5.0 POLICY IMPLICATIONS

This report has been subject to an Integrated Impact Assessment to identify impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of/mitigating factors for them is included as an Appendix to this report.

The approach detailed in this report promotes proactive corporate risk reduction via early intervention.

6.0 CONSULTATIONS

Consultations have taken place with the Council Leadership Team, Trade Unions, Leisure & Culture Dundee, and NHS Tayside.

7.0 BACKGROUND PAPERS

- DCC Gambling Harms Support Policy: [Gambling Harms Support Policy.docx](#)
- Employee Health and Wellbeing Framework (2023-2027): [Employee Health and Wellbeing Framework](#)

8.0 APPENDICES

Appendix 1: Data/Evidence
Appendix 2: IIA

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 24 MARCH 2026

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Evidence theme	Scotland - what the evidence says	Dundee/Tayside - what the evidence says	Key source (link)
Adult gambling participation	58% of adults reported gambling in the previous 12 months (Scottish Health Survey 2021). [drugsandalcohol.ie]	No routine Dundee/Tayside participation prevalence is published through the Scottish Health Survey (sample not designed for LA reporting). Place-based modelling exists (see next row). Link	Public Health Scotland - Scottish Health Survey gambling harms overview
Problem/at-risk gambling (PGSI)	PGSI estimates: 0.4% problem gambling, 1.5% moderate risk, 4.5% low risk (Scottish Health Survey 2021). [drugsandalcohol.ie]	LA-level modelled estimates (including Dundee City) are available via OCSI/GambleAware "local area data profiles" (2022-2024), with caution on uncertainty and comparisons. Link	GambleAware/OCSI - Local area data profiles (2022-2024)
Estimated numbers affected (population context)	Public Health Scotland summarises the 2021 picture as ~18,000 adults experiencing problem gambling and ~68,000 adults at moderate risk; also highlights harms including depression/anxiety and relationship/financial distress. Link	Dundee/Tayside counts are not routinely published via national surveys; the local area profiles provide modelled indicators to inform planning locally. Link	ScotPHO - Gambling key points
Inequalities/deprivation	Public Health Scotland notes significant inequalities, with problem gambling higher in the most deprived areas and linked to wider health inequalities. Link	Dundee has high deprivation in parts of the city; while prevalence isn't routinely measured locally, this strengthens the case for targeted awareness and support in high-risk occupational groups and communities. (Interpretation grounded in inequality evidence; local prevalence not asserted). Link	ScotPHO - Gambling key points

Economic/societal cost	Public Health Scotland notes estimating cost is complex; low- to high-risk gambling in Scotland is estimated to cost up to £60m/year , likely an underestimate. [ocsi.uk]	Local fiscal costs are included in the OCSI/GambleAware profiles (modelled) to support local decision-making. Link	PHS - Economic cost; Local profiles
Service need/model of care in Scotland	PHS Healthcare Needs Assessment (2025) states harms are wide-ranging; services are largely third-sector; demand has increased; and future provision should be locally delivered, integrated, person-centred, and stigma-aware. [academic.oup.com]	Emphasises locally integrated approaches (including with existing trusted services and local pathways) - directly relevant to partnership working with NHS and local third sector in Tayside. [academic.oup.com]	PHS - Healthcare Needs Assessment of Gambling Harm in Scotland (2025)

Integrated Impact Assessment

Committee Report Number: REPORT NO: 55-2026

Document Title: Charter to Reduce Gambling Harms in the Workplace

Document Type: Procedure

Description:

Adoption and implementation of the Charter to Reduce Gambling Harms in the Workplace across Dundee City Council (DCC)

Intended Outcome:

The proposal seeks to formally adopt the Charter, integrate it into the Workforce Wellbeing Framework and the Gambling Harms Support Policy, and coordinate policy alignment, training, awareness activities, and partnership working with NHS Tayside and Leisure & Culture Dundee. This aims to reduce gambling harms, increase early intervention, support workforce wellbeing, and strengthen a stigma-free, supportive culture.

Period Covered: 20/04/2026 to 19/04/2027

Monitoring:

Annual report to the Council Leadership Team.

Ongoing evaluation of training uptake, resource use, referrals, and employee experiences.

Adjustments made based on data and partnership input.

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Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Disability: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Gender Reassignment: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Marriage & Civil Partnership: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Pregenancy & Maternity: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Race / Ethnicity: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Religion or Belief: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Sex: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Sexual Orientation: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Are any Human Rights not covered by the Equalities questions above impacted by this report?

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	Positive
West End:	Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who live across all geographic areas of Dundee, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Positive

Implications: Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

Household Group Impacts and Implications

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, or have been, care experienced as a child, young person, or as an adult, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Carers: Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, or have been, carers, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Lone Parent Families: Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, or have been, a Lone Parent, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Single Female Households with Children: Positive

Household Group Impacts and Implications

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, or have been, a single female household with children, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Greater number of children and/or young children: Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, or have been, caring for a greater number of children and/or young people, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Pensioners - single / couple: Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may be, in receipt of occupational or state pension, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Unskilled workers or unemployed: Positive

Household Group Impacts and Implications

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may or have been an unskilled worker or unemployed, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing.

Serious & enduring mental health problems: Positive

Gambling harms are closely linked to financial vulnerability and serious and enduring mental health problems. The proposal impacts all DCC employees and their families who live across all geographic areas of Dundee, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing, offering a clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers' capacity to respond compassionately and consistently.

Homeless: Positive

Household Group Impacts and Implications

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may or have been homeless, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing, offering a clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers' capacity to respond compassionately and consistently.

Drug and/or alcohol problems: Positive

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may or have had drug and/or alcohol problems, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing, offering a clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers' capacity to respond compassionately and consistently.

Offenders & Ex-offenders: Positive

Household Group Impacts and Implications

Gambling harms are closely linked to financial vulnerability. The proposal impacts all DCC employees and their families who may or have been an offender/are an ex-offender, and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing, offering a clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers' capacity to respond compassionately and consistently.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

Gambling harms are closely linked to financial vulnerability.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Education & Skills: Positive

Gambling harms are closely linked to numerous vulnerabilities. The proposal impacts all DCC employees and their families and will potentially have a positive impact in supporting education and skills.

Employees experiencing financial stress or mental health challenges.

Employees in customer-facing, debt-related, or high-stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Safer, more inclusive working environment.

Enhances mental health protections and aligns with human rights to dignity and wellbeing, offering a clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers' capacity to respond compassionately and consistently.

Income: Positive

Gambling harms are closely linked to financial vulnerability.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Socio Economic Disadvantage Impacts & Implications

Caring Responsibilities (including Childcare): Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's™ capacity to respond compassionately and consistently.

Affordability and accessibility of services: No Impact

Fuel Poverty: Positive

Gambling harms are closely linked to financial vulnerability.

Proposal offers a protective benefit by improving access to help and reducing crisis triggers.

Potential to strengthen financial wellbeing through early signposting.

Cost of Living / Poverty Premium: Positive

The proposal impacts all DCC employees and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer's™facing, debt's™related, or high's™stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income MaximisationPositive

The proposal impacts all DCC employees and may have a positive impact or relevance for:

Employees experiencing financial stress or mental health challenges.

Employees in customer's™facing, debt's™related, or high's™stress roles.

Employees with protected characteristics where intersectional vulnerabilities may heighten risk.

Managers responsible for supporting their teams.

Employment Opportunities: Positive

This Charter represents many opportunities to have a positive impact on Employment Opportunities:

Positions DCC as a public's™sector leader in gambling harm prevention.

Strengthens partnerships and shared referral pathways.

Enhances preventative culture and employee confidence.

Education: Positive

Improved access to support and reduced barriers to disclosure.

Stigma reduction through universal training and communications.

Supports Managers responsible for supporting their teams.

Health: Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's™ capacity to respond compassionately and consistently.

Life Expectancy: Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's capacity to respond compassionately and consistently.

Mental Health: Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's capacity to respond compassionately and consistently.

Overweight / Obesity: Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's capacity to respond compassionately and consistently.

Child Health: Positive

Clear positive impact on mental health, stress reduction, wellbeing, and early identification of harm.

Supports managers's capacity to respond compassionately and consistently.

Neighbourhood Satisfaction: No Impact

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

Resource Use Impacts

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery or recycling of waste: No Impact

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: Positive

Opportunities:

Position DCC as a public sector leader in gambling harm prevention.

Strengthen partnerships and shared referral pathways.

Enhance preventative culture and employee confidence.

Risks:

Reputational risk if implementation is inconsistent or delayed.

Risk of inequity if training is not accessible to all.

Risk of under-reporting remains if stigma is not addressed effectively.

Mitigation Actions

Ensure inclusive, multi-format training.

Provide strong messaging about confidentiality and support.

Ensure monitoring mechanisms through People metrics and employee feedback.

Establish clear governance and annual reporting.

Economic/Financial Sustainability / Security & Equipment: Positive

Productivity and absence: The Charter's case is that tackling gambling harms should **reduce sickness absence** and improve **work performance/productivity**, supporting organisational sustainability (Charter text explicitly links healthier workforce to productivity/sustainability; and gambling harms to workplace absence/cost).

Retention and performance: By promoting early support and a stigma-free culture, it can contribute to **improved staff retention and performance

Budget impact (direct vs indirect):

Likely indirect costs: mainly staff time to attend training / be released from duties

Stronger financial wellbeing / early signposting: a socio-economic benefit: gambling harms are linked to financial vulnerability, and the proposal can **strengthen financial wellbeing through early signposting** - which can reduce escalation to crisis (debt, housing issues, etc.).

Security & equipment implications

Misuse of Council IT/equipment: DCC's Gambling Harms Support Policy explicitly states that **using Council IT equipment for gambling is not permitted** (alongside gambling during working hours). That creates an operational implication for: clear staff communications (what's unacceptable), manager confidence to address concerns consistently, and (where applicable) alignment with existing IT acceptable use / conduct processes. Safeguarding / fraud risk in roles handling money or valuables: where gambling harm is a factor, managers (with HR) should assess risks to the employee, the Council and service users, and may implement safeguarding arrangements eg staff in a position of trust with service users' money or belongings.

This links gambling harms to **security of cash/financial processes, property, and potential misconduct**, managed proportionately case-by-case.

Confidentiality and information handling: Because gambling harm disclosures can arise during conduct/performance/absence processes, the Charter supports the principle of confidential handling and controlled sharing of information (important for 'security' in an information governance sense, though it's mainly described as confidentiality/duty of care).

Social Impact / Safety of Staff & Clients: Positive

Social impact / safety implications (staff, service users/clients, public)

Implications of adopting the Charter to Reduce Gambling Harms in the Workplace that relate to social impact and safety include:

Wider 'harm to others' (not just the individual): The Charter explicitly frames 'gambling-related harms' as affecting the 'health and wellbeing of individuals, families, communities and society' - so the organisational response is justified partly on broader social impact, not only workforce performance.

Improved safety through earlier identification and support: The Charter commits to training managers and trade union reps to recognise gambling-related harms and hold sensitive, confidential conversations, which supports earlier intervention and reduces escalation into crisis (e.g., severe debt, distress, relationship breakdown).

Duty of care / risk management: The Charter includes an expectation that senior leadership will understand and act on duty of care and legal obligations relating to gambling harms and workplace risk management - which translates into clearer safeguarding thinking where harm could affect others.

Safeguarding for service users/clients (where staff hold positions of trust): DCC's linked Gambling Harms Support Policy makes the practical safety implication explicit: managers (with HR) should assess risk to the employee, the Council and service users, and may put safeguarding arrangements in place, particularly where an employee is in a position of trust with service users' money or belongings. This is directly relevant in social care and other client-facing services.

Safer, more supportive workplace culture: this as a positive impact - creating a safer, more inclusive working environment, with stigma reduction and better access to support, which can reduce workplace conflict and improve wellbeing.

Managing sensitive disclosures safely: Because the approach relies on disclosure and conversations, there's an implied need to handle information confidentially and appropriately, including when concerns arise through formal processes (the Charter references handling concerns appropriately via grievance/disciplinary routes; DCC policy reinforces confidentiality and proportionality).

Technological / Business or Service Interruption: Positive

Misuse of Council IT (service-time loss and performance impact): While the Charter itself is high-level, our existing DCC Gambling Harms Support Policy makes an explicit operational point that 'using our IT equipment for gambling is not permitted.' The practical implication is a need for clear comms and consistent management action to prevent work-time diversion and associated service impacts. The Charter further strengthens this approach

Business continuity via workforce resilience: The Charter's links tackling gambling harms to reduced absence and improved performance, which supports continuity of service delivery (i.e., fewer unplanned staffing gaps and less disruption to teams).

Training/awareness delivery dependencies (digital channels): The implementation plan relies on digital routes (e-learning for all staff, targeted training, and a dedicated SharePoint page for guidance/referral pathways). That creates a dependency on these platforms being available and kept up to date so ownership/maintenance arrangements matter to avoid 'information outages' (staff not knowing where to go).

Operational disruption in high-risk roles (indirect): Your committee report flags risk of escalating financial harm leading to fraud/safeguarding concerns. In practice, if issues emerge in roles linked to payments, debt recovery, benefits, etc., there can be short-term process disruption (temporary controls, reallocating duties, additional checks), which is a business/service continuity consideration.

Overall the Charter can have a positive impact on all of these potential risks and strengthen opportunities for all employees

Environmental: No Impact

Legal / Statutory Obligations: Positive

Legal / statutory obligations the Charter connects to

Duty of care (common law + employer responsibilities): The Charter explicitly commits that senior management will understand and act on its duty of care and legal obligations concerning gambling related harms and risk management in the workplace. Practically, this means having clear policy, trained managers, and consistent procedures to reduce foreseeable harm.

Health and Safety at Work (incl. management of risk): Gambling harm is framed as a workplace health/wellbeing risk (stress, mental ill health, fatigue, distraction). The Charter approach (awareness, early intervention, return to work support) supports the Council in meeting its general obligations to manage health and wellbeing risks in a proportionate way.

Equality duties / non-discrimination: The Charter recognises intersectional vulnerabilities and access barriers. The Charter implies an obligation to implement training/support in accessible and inclusive ways, so staff are not indirectly disadvantaged (e.g., disability-related accessibility needs; protected characteristics; stigma-related barriers). For DCC as a public authority, that aligns with the Public Sector Equality Duty requirements (eliminate discrimination, advance equality of opportunity, foster good relations).

Data protection / confidentiality: Both the Charter and DCC's Gambling Harms Support Policy stress sensitive and confidential conversations. Implementation therefore has implications for complying with data protection requirements when recording, sharing, or referring employees for support (only necessary information, appropriate access controls, clarity on consent where needed).

Employment law / fair procedures: The Charter requires issues to be handled appropriately whether raised informally or formally through grievance/disciplinary procedures, and DCC policy similarly covers how gambling harm may arise during conduct/performance/absence processes. The implication is ensuring decisions are fair, consistent, and evidenced, and that any adjustments/support are considered before sanctions where appropriate.

Safeguarding and public trust (where relevant): DCC policy states managers/HR must assess risk to the employee, the Council and service users, and may put safeguarding measures in place (e.g., where a post involves service users' money/belongings). This supports statutory/public-law expectations around safe service delivery and risk control.

Overall the Charter can have a positive impact on all of these potential risks and strengthen opportunities for all employees

Organisational / Staffing & Competence: Positive

Organisational / staffing & competence implications (Gambling Harm Charter)

These are the main implications that relate to workforce capacity, roles/responsibilities, and skills/competence:

Training requirement (competence uplift): The Charter expects line managers and trade union representatives (and appropriate sections of the workforce) to receive training to recognise gambling-related harms, signpost to support, and hold sensitive, confidential conversations (the Charter references training such as the 'Bet You Can Help' programme). This creates a clear competence obligation beyond business as usual wellbeing awareness.

Time/capacity to attend and deliver training: The committee report position is that training is largely supported through partners (e.g., GamCare) and there are minimal indirect costs, but there is still an operational staffing impact: releasing staff to attend training, plus manager time for conversations, follow-up, and support planning.

Clear leadership, governance and implementation ownership: The Charter requires visible senior leadership commitment, consultation with unions/employees, and embedding in wellbeing policy. Locally, your implementation plan remits People Services to coordinate policy alignment, training, comms, SharePoint resources, and evaluation - so there's an organisational implication around who owns delivery, monitoring, and annual reporting.

Manager capability and consistency of approach: DCC's Gambling Harms Support Policy requires managers (with HR) to assess risk and consider reasonable adjustments/safeguarding measures, and it allows for hearings to be adjourned where harmful gambling is a factor. That increases the need for confident, consistent management practice (and HR advisory capacity) so cases are handled fairly, sensitively, and proportionately.

Targeted competence in high-contact/high-risk areas: implementation specifies targeted training for groups like HR, Customer Services, Debt Recovery, Welfare Rights, Tenancy Support, etc. This implies prioritising competence where staff are more likely to encounter gambling-related distress (in themselves or in the communities they serve).

Internal support pathways must be understood and used: The Charter expects every employee to know how to access support and who to discuss needs with. Organisationally, that means ensuring managers, HR, and union reps understand referral routes (EAP/OH/third sector) and that guidance is easy to find (eg a dedicated SharePoint page).

Overall the Charter can have a positive impact on all of these potential risks and strengthen opportunities for all employees

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.