

## Employment Information - Health and Wellbeing

### Gambling Related Harm

#### Guidance for Managers and Employees @ April 2026

##### 1. Purpose

This guidance aims to support employees affected by harmful gambling, ensuring their health, wellbeing, and work performance are protected. It outlines the Council's commitment, provides advice for managers, signposts to available support, and clarifies expectations for all staff.

##### 2. Definition

Gambling Related Harm is defined by the Gambling Commission as ..."**gambling to a degree that compromises, disrupts or damages family, personal or recreational pursuits**".

It can affect not only the individual but also family, friends, and colleagues, leading to relationship breakdowns, debt, and housing issues.

In the Workplace Gambling Related Harm can cause issues with

- attendance – attendance may be reduced due to dealing with problems associate with gambling e.g. Stress, anxiety, depression, money issues affecting travel etc
- performance – there may be a decline in previously good performance or neglect of duties due to distractions/ stress /substance misuse or other associated harms
- workplace relationships – there can be changes in behaviour such as being dishonest or misleading, mood swings, changes in interactions with colleagues
- dishonesty, fraud or crime – employees may use their job to commit crime to fund gambling, or they may engage in other activities which may impact the reputation of the Council

##### 3. Scope

This guidance applies to any employee experiencing or at risk of harmful gambling or affected by someone else's harmful gambling - impacting their health, work performance, or conduct.

##### 4. Council's Commitment

Perth and Kinross Council is committed to

- fulfilling its duty of care and legal obligations regarding gambling-related harms
- raising awareness of the risks and consequences of harmful gambling
- educating employees, managers, and trade union representatives to recognise signs of harmful gambling and know how to respond

Managers are committed to

- looking out for signs that team members may be struggling (*see Appendix One*)
- ensuring employees feel supported, valued, and treated with sensitivity and confidentiality
- providing access to advice and support, including through the Employee Assistance Programme (EAP) [YourCare](#), internal and external sources of support. (*See Appendix Two*)
- encouraging employees to seek help at the earliest opportunity.
- making reasonable adjustments to support recovery from gambling-related harms
- assessing any risk based on the nature of the employees work and duties, and considering what reasonable steps could be taken to mitigate any impact from both the employer and employee perspectives

Employees should:

- familiarise themselves with the contents of the policy and be aware of the issues caused by gambling related harms
- raise any concerns linked to gambling or gambling related harm with their manager and should participate in any agreed support plans
- raise any concerns that a colleague may have issues with gambling, in a confidential manner, with their line manager

## 5. Support and Guidance

For Employees

- **Employee Assistance Programme ([YourCare](#)):** 24/7 confidential support, including immediate help, independent assessment, and debt advice
  - **Contact:** 0800 023 9324
- **self-help & self-referral:** Access a range of external resources and support (*See Appendix Two*), whether you are experiencing harmful gambling or are affected by someone else's gambling
- **flexible working - [Flexible Working](#) & [Other-types-of-leave](#)** available to help manage life-changing events

## For Managers

- **encourage support** - if you suspect an employee is affected by harmful gambling, encourage them to seek help
- **management referral** - with the employee's permission, you may refer them to [YourCare](#) or [Occupational Health](#) or signpost them to other internal/external sources of support (*See Appendix Two*)
- **disciplinary referral** - if gambling is disclosed as a factor in conduct or performance issues, please refer to the following guidance on

[Performance](#), [Conduct](#), [Involving HR](#), [Suspension/Alternatives](#)

## 6. Risk Assessment, Reasonable Adjustments, and Safeguarding

### **Risk Assessments**

Managers, with advice from Health & Safety/People and Culture, will assess risks related to harmful gambling and implement measures to minimise them

### **Reasonable adjustments & safeguarding**

Adjustments to support and protect employees will be considered on a case-by-case basis. Where necessary (e.g., employees handling service users' money), safeguarding arrangements will be put in place to protect all parties.

Adjustments and safeguarding measures should be reviewed during and after any counselling or support.

## 7. Policy and Conduct

### **Prohibited Activities**

Participation in gambling during core hours or using Council IT equipment for gambling is not permitted.

### **Permitted Activities**

With prior approval from your Strategic Lead, some forms of social gambling (e.g. charity raffles, engagement competitions) may be allowed. If unsure, contact the People and Culture Team at [HR@PKC.gov.uk](mailto:HR@PKC.gov.uk) for advice.

## **Disciplinary Action**

Serious breaches of conduct due to gambling will be managed under the Council's [Achieving and Maintaining Standards Policy](#) or [Disciplinary Procedure for Teachers](#). If an employee discloses that their conduct or performance issues are related to harmful gambling, disciplinary proceedings may be suspended pending advice from Occupational Health or a GP.

## **8. Confidentiality**

All disclosures and requests for support will be handled sensitively and confidentially.

## **9. Further Information**

For more information or support, contact the People and Culture Team at [HR@PKC.gov.uk](mailto:HR@PKC.gov.uk).

## Recognising the signs of harmful gambling

Signs may include

### **Work**

- decline in work performance
- poor timekeeping
- taking extended or frequent breaks
- frequent sickness absence
- gambling during working hours (online gambling included)
- discussing gambling frequently; 'sure' bets, being close to winning large sums

### **Physical**

- clothes, car or other possessions gradually change to appear below an employee's usual standards
- substance use/misuse
- fatigue or sleeping disorders

### **Financial**

- borrowing money from colleagues
- noting various reasons for not having cash and why they need money urgently
- missing bill payments
- offering personal items for sale
- seeking an advance on salary
- receiving calls at work in relation to debt collection
- occasionally having large sums of money when usually having little available money (following a large gambling win)

### **Behaviour/Emotional**

- pre-occupation with gambling
- increased amount of time spent gambling
- showing signs of stress/irritability/mood swings
- social withdrawal from friends, family or co-workers
- showing signs of anxiety, depression or guilt

## Quick Reference Guide/Sources of Support

If you are	Do this
An employee experiencing gambling harm	Contact <a href="#">YourCare</a> (0800 023 9324), speak to your manager or seek guidance and support from one of the external sources of support below.
A manager concerned about an employee	Encourage the employee to seek help, refer to <a href="#">YourCare/Occupational-health</a> with consent, or signpost to one of the external sources of support below. Further advice from People and Culture <a href="mailto:HR@pkc.gov.uk">HR@pkc.gov.uk</a>
Affected by someone else's gambling	Access self-help resources below or speak to your manager for advice and support.

### Internal Support

[HR@PKC.gov.uk](mailto:HR@PKC.gov.uk)

### **YourCare Employee Assistance Programme**

Phone 0800 023 9324

### **PKC Housing Options Team**

Phone(01738) 476000

email [housingoptions@pkc.gov.uk](mailto:housingoptions@pkc.gov.uk)

Existing tenants can contact their [existing locality-housing-teams](#).

### **Welfare Rights Team**

### External Support

#### **RCA Trust**

Phone 0141 887 0880

Web: [rcatrust.org.uk](http://rcatrust.org.uk)

Email: [info@rcatrust.org.uk](mailto:info@rcatrust.org.uk)

## **TCA**

Phone 01738 580336

Web: [Tayside Council on Alcohol](#)

Email: [advice@alcoholtayside.com](mailto:advice@alcoholtayside.com)

## **National Gambling Helpline (UK)**

Phone 0808 8020 133 (24/7)

Web: [gamcare.org.uk](http://gamcare.org.uk)

## **NHS Gambling Services (Scotland)**

Support for individuals with severe gambling problems

Phone: 0300 300 1490

### Self-Exclusion Tools

Full list available via **Gambling Commission website** [Free multi operator and national self-exclusion schemes](#) e.g.

## **GAMSTOP**

Blocks access to gambling websites [Control your gambling | Gamstop Online](#)

## **Multi-Operator Self-Exclusion Scheme (MOSES)**

Excludes individuals from betting shops <https://www.self-exclusion.co.uk/>

### Financial and Debt Support

**Citizens Advice** – Debt management and financial aid guidance  
[citizensadvice.org.uk](http://citizensadvice.org.uk)

**Gambling Commission** [how-to-block-gambling-transactions](#) with your bank.