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| --- | --- | --- | --- | --- | --- | --- |
|  | | Potential consequence / severity of outcome | | | | |
| 1 | 2 | 3 | 4 | 5 |
| Likelihood of harm occurring / frequency of occurrence | | None  no injury or adverse effects | Minor  first aid injury | Moderate  lost time injury | Major  hospital treatment | Catastrophic  disabling injury or death |
| Could happen, but probably never will. | 1 - Rare | 1 | 2 | 3 | 4 | 5 |
| Not likely to occur in normal circumstances. | 2 - Unlikely | 2 | 4 | 6 | 8 | 10 |
| May occur at some time. | 3 - Possible | 3 | 6 | 9 | 12 | 15 |
| Expected to occur at some time. | 4 - Likely | 4 | 8 | 12 | 16 | 20 |
| Likely to occur on many occasions. | 5 – Almost certain | 5 | 10 | 15 | 20 | 25 |

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| Total | Level of risk | Timescale / action |
| 1 to 5 | Low | No additional physical control measures are required however monitoring is necessary to ensure controls are maintained. |
| 6 to 10 | Medium | 3-6 months - efforts should be made to reduce the risk to an acceptable level. |
| 12 to 25 | High, or stop | Immediate - work should not be started until the risk has been reduced to an acceptable level. Where the risk involves work in progress, urgent action should be taken. If it is not possible to reduce risk even with unlimited resources, work will have to be stopped. |

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| **Step 1**  What are the hazards? | **Step 2**  Who might be harmed and how? | **Raw risk rating** | **Step 3**  What do you have in place? | **Step 4**  Is anything further needed?  Yes / No | **Step 5**  Action and review | **Residual risk rating** |
| Spot hazards by:   * Walking around your workplace. * Asking those doing the task what they think. * Checking manufacturers’ instructions. * Considering health hazards. | Identify groups of people:   * employees * lone workers * pupils * service users * temporary / agency staff * contractors * volunteers * members of the public * children (including work experience). | When there are no control measures are in place.  State total score. | List what is already in place to reduce the likelihood of harm or make any harm less serious, examples include:   * guarding * training * procedures, safe systems of work * personal protective equipment (PPE). | You need to make sure that you have reduced risks ‘so far as is reasonably practicable’.  An easy way of doing this is to compare what you are already doing with good practice. If there is a difference, indicate ‘yes’ and list what needs to be undertaken in the action column. | Remember to prioritise hazards that are high-risk and have serious consequences first:   * List the actions required and who needs to complete and by when. * Check actions are correctly completed. * Check controls remain in place. * Review the risk assessment annually, or earlier if there is an incident or if the work activity changes. | Level of risk when all control measures are in place.  State total score. |

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| **Activity / operation/ event:** | | | | | | | | | |
| **Establishment:** | | | | | | **Assessment date:** | | | |
| **Assessor name / position:** | | | | | | **Review date:** | | | |
| **Step 1**  Identify the hazards | **Step 2**  Who might  be harmed and how? | **Raw risk rating**  state total score | **Step 3**  What do you have in place? | **Step 4**  Anything further  needed?  **Yes / No** | **Step 5**  Action and review | | | | |
| **Action required** | | **Residual risk rating**  state total score | **Responsible**  **person** | **Date completed** |
| Gendered power imbalance between managers and staff e.g. areas where junior staff are predominantly female, and managers are male). | Employees, agency workers, contractors, and volunteers.  Staff who are in subordinate positions (including junior employees and new recruits) may be at higher risk of experiencing sexual harassment. The power imbalances that exist in such relationships can create opportunities for exploitation. It may also be more difficult for individuals in these subordinate positions to speak up due to fear of negative consequences or retaliation.  Intimidation, stress, and/or anxiety caused.  Chronic stress and anxiety associated with harassment may contribute to a range of health problems including headaches, gastrointestinal and cardiovascular issues. |  | HR are creating a zero-tolerance culture towards sexual harassment, including manager responsibilities.  Complying with the Equality Act 2010 and taking reasonable steps to prevent sexual harassment of staff.  The organisation has adopted a robust anti-harassment and anti-bullying policy that explicitly addresses sexual harassment.  This policy includes clear examples of sexual harassment and a comprehensive reporting procedure. The policy contains multiple reporting channels to ensure that staff can safely report incidents of sexual harassment, even if the harasser is in a position of power. The inclusion of multiple reporting channels ensures impartiality and protection against negative consequences or retaliation. The policy is accessible to all staff via the intranet. | Yes | Regular one to one supervision meetings.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  Staff to approach their grandparent to raise concerns if unable to speak to their manager.  Managers to ensure all staff are aware of discriminatory processes and procedures including HR’s policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies.  Provide comprehensive training to staff on recognising and reporting sexual harassment, bystander intervention and the consequences of sexual harassment. This training should also cover power imbalances and how they can contribute to sexual harassment.  Provide additional training for managers that is aimed at preventing abuses of power and their role in preventing and stopping bullying and harassment from occurring in the workplace.  Ensure managers involved in handling sexual harassment complaints are given appropriate training to address the complexities of cases involving power imbalances and the need to be independent and not influenced by any conflicts of interests. | |  |  |  |
| Use of permanent relief contracts, agency staff or contractors (a casual workforce may be targeted). | Employees, agency workers, contractors, volunteers.  Intimidation, stress, and/or anxiety caused. |  |  | Yes | Managers to ensure all staff are aware of discriminatory processes and procedures including HR’s policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment. | |  |  |  |
| Lone working including out of hours working. | Employees, agency workers, contractors, volunteers.  May face increased risks of sexual harassment due to limited supervision or support. Intimidation, stress, and/or anxiety caused by sexual harassment which also may result in a physical assault. |  | KCC has adopted a robust anti-harassment and anti-bullying policy that explicitly addresses sexual harassment. This policy includes clear examples of sexual harassment, and a comprehensive reporting procedure. The policy is accessible to all staff via the intranet. | Yes | Managers to ensure all staff are aware of discriminatory processes and procedures including HR’s policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies.  Staff to follow service’s lone working and personal safety procedures e.g. risk assessments.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  Conduct regular check-ins with lone workers to ensure their wellbeing and help identify any potential issues.  Consider the implementation of safety measures, such as panic buttons or CCTV cameras, which may serve as deterrents and provide a sense of security.  Make efforts to ensure that there are always two members of staff on duty whenever possible.  Provide comprehensive training to staff on recognising and reporting sexual harassment, bystander intervention and the consequences of sexual harassment. This training should focus on creating a supporting environment and empowering staff to speak up. | |  |  |  |
| Socialising outside of work. | Employees, agency workers, contractors, volunteers.  Risk of stress, anxiety, and/or harm caused. Perpetrators may not realise unwanted behaviours of a sexual nature apply outside of the workplace; a more informal, relaxed environment may lead to unwanted behaviours. |  | HR are updating policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies. Comms will be used to raise awareness i.e. examples of unwanted conduct of a sexual nature. | Yes | Managers to ensure all staff are aware of discriminatory processes and procedures including HR’s policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment. | |  |  |  |
| Presence of alcohol (at work-related events). | Employees, agency workers, contractors, volunteers.  Staff attending work-related social events or conferences where alcohol is consumed may be more vulnerable to sexual harassment. Alcohol consumption can impair judgement and lower inhibitions potentially leading individuals to behave in ways that they would not in a sober state. Risk of stress, anxiety, and/or harm. Staff and perpetrators may be influenced by drink not realising behaviours of a sexual nature are not acceptable. |  | The organisation has adopted a robust Anti-harassment and anti-bullying policy that explicitly addresses sexual harassment. This policy includes clear examples of sexual harassment, and a comprehensive reporting procedure. The organisation has also adopted a Work-related social events policy. This policy sets out the standard of behaviour expected of staff while attending work-related social events and makes it clear that discrimination, bullying or harassment of any kind will not be tolerated. Both policies are accessible to all staff via the intranet. | Yes | Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  For events that are due to take place, ensure there is appropriate supervision and adequate staffing levels to monitor and address any potential incidents of sexual harassment promptly.  Designate specific staff members as points of contact for individuals to report concerns or seek assistance.  Arrange appropriate transportation to mitigate any risk.  Reinforce relevant policies leading up to these events to remind staff and attendees about the importance of ensuring a safe environment, free from discrimination, bullying or harassment. | |  |  |  |
| Attendance at events/conferences outside of the workplace (with/without presence of alcohol). | Employees, agency workers, contractors, volunteers.  Risk of stress, anxiety, and/or harm. Perpetrators may not realise unwanted behaviours of a sexual nature apply outside of the workplace. A more informal, relaxed environment may lead to unwanted behaviours. |  | Is there a policy on drinking at work-related events? | Yes | Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment. | |  |  |  |
| Cultural norms at the workplace | Employees, agency workers, contractors, volunteers.  A workplace culture that tolerates certain attitudes, inappropriate behaviours and stereotypical views where employees are not treated with dignity and respect may make staff more vulnerable to sexual harassment. |  | The organisation has adopted a robust Anti-harassment and anti-bullying policy. This policy includes clear examples of harassment, including sexual harassment, and a comprehensive reporting procedure.  The policy highlights a system of support for those affected or involved in sexual harassment, including access to an employee assistance programme, workplace mediation and/or counselling. The organisation has also adopted an Equality, diversity and inclusion policy. Both policies are accessible to all staff via the intranet. | Yes | Provide comprehensive training to staff on recognising and reporting sexual harassment, bystander intervention and the consequences of sexual harassment.  Provide regular diversity and inclusion training to senior leaders and managers with a focus on unconscious bias and their role in preventing and stopping discrimination, bullying and harassment from occurring in the workplace.  Monitor our workplace culture through anonymous surveys, exit interviews, one-to-one conversations, return-to-work meetings and employee resource groups to identify and address any high risk issues.  Engage workplace champions who are trained in sexual harassment (5) Ensure Anti-harassment and anti-bullying policy is reviewed and communicated to staff regularly. | |  |  |  |
| Staff in customer facing roles. | Employees, agency workers, contractors, volunteers.  Staff who regularly come into contact with clients, customers, suppliers and contractors may be more vulnerable to sexual harassment due to a higher frequency of interactions. Intimidation, stress, and/or anxiety caused by sexual harassment which also may result in a physical assault. |  | HR are promoting the ‘Expect Respect’ campaign and incident reporting – referencing 3rd party sexual harassment.  The organisation has adopted a robust anti-harassment and anti-bullying policy that explicitly addresses third party sexual harassment. The policy is accessible to all staff via the intranet. | Yes | Online training to be provided on Delta and staff should be asked to complete and keep their certificate kept on file.  Managers to monitor online training has been completed by staff in customer facing roles.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  Provide comprehensive training to staff on recognising and reporting sexual harassment, bystander intervention and the consequences of sexual harassment. This training should also cover how to handle difficult interactions with third parties, setting boundaries, and empowering individuals to remove themselves from difficult situations.  Provide additional training for managers to ensure that they are able to support individuals who have been subjected to harassment by a third party and their role in preventing and stopping bullying and harassment from occurring in the workplace.  Ensure that the organisation’s zero tolerance approach to sexual harassment is communicated to third parties via email and notices displayed in public areas of the workplace. | |  |  |  |
| Working from home. | Employees, agency workers, contractors, volunteers.  Intimidation, stress, and/or anxiety caused by sexual harassment experienced in via virtual meetings. |  |  | Yes | Managers must have regular one to ones with their staff.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  Managers should investigate and implement reasonable steps to reduce/eliminate sexual harassment incidents. | |  |  |  |
| Events that raise tensions locally or nationally. | Employees, agency workers, contractors, volunteers.  Can create strong reactions, polarise opinions and create division in the workplace. In such environments, individuals may feel compelled to assert their beliefs forcefully, sometimes leading to harassment or hostile behaviour towards those in the workplace with differing perspectives.  Levels of stress and anxiety rise due to local or national news. |  | The organisation has adopted a robust Anti-harassment and anti-bullying policy. This policy includes clear examples of sexual harassment and a comprehensive reporting procedure.  The policy contains multiple reporting channels to ensure that staff can safely report incidents of sexual harassment, even if the harasser is in a position of power. The inclusion of multiple reporting channels ensures impartiality and protection against negative consequences or retaliation. The policy is accessible to all staff via the intranet. | Yes | Communications required i.e. Knet, Managers Kmail, and KELSI. Managers to discuss events and potential threats with their staff and ask that they remain vigilant and report any incidents on KCC’s reporting form.  Managers to provide support and investigate incidents as necessary.  Provide comprehensive training to staff on recognising and reporting sexual harassment, bystander intervention and the consequences of sexual harassment.  Remind staff of the organisation’s zero tolerance approach to discrimination, bullying harassment and sexual harassment in the workplace during any such event and reinforce the Anti-bullying and harassment policy.  Conduct regular check-ins with workers during any such event to ensure their wellbeing and help identify any potential issues. | |  |  |  |
| Lack of diversity in senior management. | Employees, agency workers, contractors, volunteers.  Can result in a significant power imbalance, which may lead to women and groups from other underrepresented backgrounds throughout the organisation to feel marginalised, more vulnerable to sexual harassment and less empowered to speak up due to fear of retaliation.  Intimidation, stress, and/or anxiety caused. |  | The organisation has adopted a robust anti-harassment and anti-bullying policy. This policy includes clear examples of sexual harassment and a comprehensive reporting procedure.  The policy contains multiple reporting channels to ensure that staff can safely report incidents of sexual harassment, even if the harasser is in a position of power. The inclusion of multiple reporting channels ensures impartiality and protection against negative consequences or retaliation. The organisation has also adopted an equality, diversity and inclusion policy. Both policies are accessible to all staff via the intranet. | Yes | All staff including HR to comply with the Equality Act 2010 when appointing senior management.  Provide regular diversity and inclusion training to senior leaders and managers with a focus on unconscious bias.  Run a reverse mentorship scheme where senior leaders and managers can learn from others about their lived experiences and the challenges that they have faced at work because they are from an underrepresented or minority group.  Set up equality, diversity and inclusion events and workshops through employee resource groups. Ensure senior leaders and managers attend these events and workshops to educate themselves on the challenges faced by others.  Take reasonable and appropriate steps to encourage job applications for senior leadership and managerial roles from as diverse a range of people as possible. | |  |  |  |
| Secondment arrangements. | Employees  Intimidation, stress, and/or anxiety caused. |  |  |  |  | |  |  |  |
| Social media contact between workers and the public. | Employees, agency workers, contractors, volunteers.  Intimidation, stress, and/or anxiety caused by sharing personal details online. |  | HR are updating policies and procedures to explicitly reference the duty to prevent sexual harassment and the circumstances where this applies.  HR communications will be promoted to raise awareness of examples of unwanted conduct of a sexual nature. | Yes | Managers to remind staff of the potential dangers of providing personal details on social media.  Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment. | |  |  |  |
| Workforce demographics e.g. areas where there is a predominantly male workforce. | Employees, agency workers, contractors, volunteers.  Intimidation, stress, and/or anxiety caused. |  |  |  |  | |  |  |  |
| No acknowledgement, understanding or support provided, or issue not taken seriously. | Employees, agency workers, contractors, volunteers.  Chronic stress and anxiety associated with harassment may contribute to a range of health problems including headaches, gastrointestinal and cardiovascular issues.  Levels of stress and anxiety rise due to incident and possibly ongoing sexual harassment. |  |  | Yes | Managers must advise their staff to complete KCC’s accident, incident or near miss reporting form for all discrimination incidents including sexual harassment.  Managers to provide support and investigate incidents as necessary and implement reasonable steps to reduce/eliminate sexual harassment incidents. | |  |  |  |
| Wellbeing of staff affected by sexual harassment. | Employees, agency workers, contractors, volunteers.  Chronic stress and anxiety associated with harassment may contribute to a range of health problems including headaches, gastrointestinal and cardiovascular issues. |  |  | Yes | Managers to provide support and advice to staff. | |  |  |  |
| The complainant is not protected from ongoing harassment or is being victimised during an investigation. | Employees, agency workers, contractors, volunteers.  Increased stress and anxiety caused resulting in health problems. |  |  |  |  | |  |  |  |
| Sexual harassment cases are not investigated. | Employees, agency workers, contractors, volunteers.  Levels of stress and anxiety rise due to incident and possibly ongoing sexual harassment. |  |  | Yes | Sexual harassment notification and investigation processes and procedures to be put in place and all staff to be made aware – promotion via Knet. | |  |  |  |
| Lessons learnt meetings are not held after complaints resolved. | Employees, agency workers, contractors, volunteers.  Risk of harm to others if reasonable steps are not implemented to prevent a reoccurrence(s). |  |  | Yes | Meetings to be held following resolved cases to ensure reasonable steps have been implemented to eliminate/reduce a reoccurrence.  Review/revise processes and procedures and recirculate and promote. | |  |  |  |