



M+A PARTNERS RISK ASSESSMENT – WORKING SAFELY DURING COVID-19

Date of original assessment: 19 May 2020

Date of updated assessment: 01 March 2021

Office area: Norwich, Attleborough and Cromer

Health & Safety Assessment conducted by: Jeremy Robson (Managing Partner) and Laura Porter (Operations Manager)

Guidance – Offices	Already in place?	Able to introduce?	Not necessary/viable?
1.1 Managing Risk – work through these steps in order			
Increasing the frequency of handwashing and surface cleaning.	Staff have been and will continue to be, reminded of the need to increase handwashing (for at least 20 seconds). Hand sanitisers are available throughout each office with a particular focus on entrance areas. The firm's cleaning company (Mapleleaf) have been instructed to pay particular attention to surface cleaning. This is to include door handles and push plates which will be supplemented with additional		

	cleaning by office staff during the working day.		
Making every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with social distancing.	<p>A business decision was taken on 18 March 2020 by the Partner Group that, where practical, all staff who can effectively work from home, should work from home. Since then the Managing Partner has worked with partners and department heads to make sure that all necessary resources have been made available for home workers. This is being constantly monitored and improved as necessary.</p> <p>With a small skeleton staff of essential workers in each office, sufficient space has been made available to everyone to make it possible for them to comply with social distancing.</p>		
<p>Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between staff including:</p> <ul style="list-style-type: none"> – increasing the frequency of hand washing and surface cleaning – keeping the activity time involved as short as possible – using screens or barriers to separate people from each other – using back-to-back or side-to-side working (rather than face-to-face) whenever possible 	<p>Social distancing guidelines will be followed in full across all of our offices. It has been recognised that there may be challenges in certain areas of the office as the situation evolves and mitigating actions will be implemented as necessary.</p> <p>Since the start of January 2021 we have operated a policy of one person per room for our Norwich office. Where this is not entirely possible in some rooms in the</p>		

– reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others)	smaller branches we have installed Perspex screens between desks to make sure that people are separated.		
If people must work face-to-face for a sustained period with more than a small group of fixed partners, assess whether the activity can safely go ahead.	Not currently necessary.		
1.2 Sharing your risk assessment			
You should share the results of your risk assessment with your workforce. If possible, you should consider publishing it on your website (expected of all businesses with over 50 employees).	The original results were shared with all staff on 26 May 2020 and then published on the firm's website. The updated February 2021 version of this assessment will again be shared with staff and published on the firm's website.		
Consulting with the health and safety representative selected by a recognised trade union or, if there isn't one, a representative chosen by workers.	This has been undertaken and the input of Laura Porter has been incorporated into this risk assessment.		
2. Who should go to work			
<p>Staff should work from home if at all possible. Consider who is needed to be on-site; for example:</p> <ul style="list-style-type: none"> – workers in roles critical for business and operational continuity, safe facility management, or regulatory requirements and which cannot be performed remotely. – workers in critical roles which might be performed remotely, but who are unable to work remotely due to home circumstances or the unavailability of safe enabling equipment 	As noted already, the main office (Norwich) is operating a skeleton staff, with all others working from home. The skeleton staff in the office and the roles they are filling were agreed by the Partner Group on 26 March 2020. Elements of rotation have been introduced to reduce numbers of staff from Admin being		

	<p>on site in Norwich at any given time or to cover for holidays.</p> <p>There have been and will continue to be, ongoing discussions regarding business critical roles and these discussions will also focus on those who are unable to work remotely due to home circumstances or the unavailability of safe enabling equipment.</p>		
Planning for the minimum number of people needed on site to operate safely and effectively.	<p>This will be reviewed regularly and will be balanced between the needs of the business, the control and spread of the pandemic and the speed with which normal business activity returns to Norwich, Attleborough and Cromer. All employees returning to work in the office for any period of time, will be risk assessed with a two-way dialogue to consider the safe operation of their work whilst on site.</p>		
Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are on-site.	<p>As of 26 March 2020 over 90% of staff and partners have been working from home and technology (phones, e-mail and Microsoft Teams) has been in place to help everyone maintain contact and stay connected.</p>		
Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.	<p>Partners, department heads and the HR Manager (Bex Coleman) have regularly contacted home workers to</p>		

	ensure their wellbeing has been monitored and that they have everything they need. This has also happened for the skeleton staff that are in the office with the Operations Manager (Laura Porter) completing a daily walk around the office (at a safe distance) to check attendance and staff welfare.		
Providing equipment for people to work at home safely and effectively, for example, remote access to work systems.	Over the last ten months we have issued home working equipment to all those staff in need. We have many people who now work with a full set-up at home including two screens and a printer/scanner.		
2.1 Protecting people who are at higher risk			
<p>Protect clinically vulnerable and clinically extremely vulnerable individuals</p> <p>Clinically extremely vulnerable individuals have been strongly advised not to work outside the home.</p> <p>Clinically vulnerable individuals, who are at higher risk of severe illness (for example, people with some pre existing conditions), have been asked to take extra care in observing social distancing and should be helped to work from home, either in their current role or in an alternative role.</p>	In early March 2020 the HR Manager reviewed (using information from the HR system and provided by staff) all those that had declared medical conditions. Using this data decisions have been and will be made about those that are at risk and should self isolate, those that are vulnerable and should ideally not come into the office and those that could come into the office.		
Provide support for workers around mental health and wellbeing. This could include advice or telephone support.	There is ongoing monitoring of this and help and assistance is being provided where possible. For further details regarding support, staff are		

	advised to contact the HR Manager (Bex Coleman).		
2.2 People who need to self-isolate			
Enabling workers to work from home while self-isolating if appropriate.	All those that are self isolating have been able to work from home if their role permits it. Those that have been unable to work from home (Admin members) have so far, been granted paid sick leave.		
2.3 Equality in the workplace			
Treating everyone in your workplace equally, being mindful of the particular needs of different groups of workers or individuals.	M+A Partners takes equality in the workplace very seriously and throughout this crisis has ensured that all members of staff have been treated fairly and equally.		
Understanding and take into account the particular circumstances of those with protected characteristics.			
Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk, or might make any measures you are considering implementing inappropriate or challenging for them.			
Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.			
Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.			
Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example, those with caring responsibilities or those with religious commitments.			

3. Social distancing at work			
Maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work, and when travelling between sites.	The office has been delineated and set up to assist those present to maintain 2m social distancing.		
<p>Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between staff including:</p> <ul style="list-style-type: none"> – increasing the frequency of hand washing and surface cleaning – keeping the activity time involved as short as possible – using screens or barriers to separate people from each other – using back-to-back or side-to-side working (rather than face-to-face) whenever possible – reducing the number of people each person has contact with by using ‘fixed teams or partnering’ (so each person works with only a few others) 	Whenever at work in the office, social distancing guidelines will be strictly adhered to. If, for any reason, this cannot or does not happen mitigating actions will be available and recommended.		
3.1 Coming to work and leaving work			
Staggering arrival and departure times at work to reduce crowding into and out of the workplace, taking account of the impact on those with protected characteristics.	This is not an issue for the small skeleton staff currently in the Norwich Office. If further staff come into the office there will be a likely natural randomness to arrival and departure times (i.e. not a strict 9.00am to 5.30pm working day). If any two or more people were to arrive or leave at the same time, there will be clearly marked zones		

	that must be observed to respect social distancing.		
Providing additional parking or facilities such as bike racks to help people walk, run, or cycle to work where possible.	Parking that is provided for partners and staff will be shared out to help those coming into the office.		
Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty.	We currently hire a van for deliveries and collections. This is used by one person at a time.		
Reducing congestion, for example, by having more entry points to the workplace.	It is not possible to provide more entry points to the offices we occupy. However, zones will be created at entrances to eliminate congestion.		
Providing more storage for workers for clothes and bags.	All employees will be told to keep personal items brought into the office to a minimum and not to store them in public spaces.		
Using markings and introducing one-way flow at entry and exit points.			This will not be possible given the construction and lay out of the offices we have.
Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points and not using touch-based security devices such as keypads.	Hand sanitisers are available at the entry and exit points of each office. Where keypads exist these will be cleaned regularly throughout the day.		
Providing alternatives to touch-based security devices such as keypads.			

Defining process alternatives for entry/exit points where appropriate, for example, deactivating turnstiles requiring pass checks in favour of showing a pass to security personnel at a distance.			N/A
3.2 Moving around buildings and worksites			
Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios or telephones, where permitted, and cleaning them between use.	All non-essential movement around our buildings is being discouraged. Staff know to use Teams, phone call or e-mail to avoid the need for physical meetings.		
Restricting access between different areas of a building or site.			
Reducing job and location rotation.			
Introducing more one-way flow through buildings.			As noted earlier, this will be a challenge given the layout of the offices we occupy. But where it is possible it has been introduced.
Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.			N/A
Making sure that people with disabilities are able to access lifts.			N/A
Regulating use of high traffic areas including corridors, lifts turnstiles and walkways to maintain social distancing.	Staff have been instructed to ensure a 2m distance is always maintained across the offices and floor stickers are in place to act as a reminder.		
3.3 Workplaces and workstations			

Review layouts and processes to allow people to work further apart from each other.	Layouts and desk use have been configured to provide 2m distance between workstations. In Norwich we currently practice a rule of one person per room.		
Using floor tape or paint to mark areas to help workers keep to a 2m distance.	This has been introduced in certain areas to allow staff to better understand the 2m zones they must adhere to.		
Only where it is not possible to move workstations further apart, arranging people to work side by side or facing away from each other rather than face-to-face.	Workstations in use will be configured so that staff work side by side or facing away from each other rather than face-to-face.		
Only where it is not possible to move workstations further apart, using screens to separate people from each other.			
Managing occupancy levels to enable social distancing.	Strict controls via a booking system are in place to guarantee occupancy levels to enable social distancing. This is monitored in Norwich with a daily patrol around the building to ensure rules are being adhered to.		
Avoiding use of hot desks and spaces and, where not possible, for example, call centres or training facilities, cleaning and sanitising workstations between different occupants including shared equipment.	Hot desking will not take place across any of the offices.		
3.4 Meetings			
Using remote working tools to avoid in-person meetings.	All in-person meetings for both clients and staff are discouraged with remote means being used for the foreseeable future.		

	We recognise that some of our work (audit) may require occasional in-person meetings that happen at the client location. Processes and procedures are being put in place to deal with this type of work, to guarantee the safety of staff involved.		
Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout.	This has been confirmed to staff.		
Avoiding transmission during meetings, for example avoiding sharing pens and other objects.			
Providing hand sanitiser in meeting rooms.	All meeting rooms have hand sanitisers and wipes available.		
Holding meetings outdoors or in well-ventilated rooms whenever possible.	Outdoor meetings are not possible. However meeting rooms will be well ventilated before and after any meetings.		
For areas where regular meetings take place, using floor signage to help people maintain social distancing.	Seating has been reconfigured so that social distancing is adhered to should a meeting take place.		
3.5 Common areas			
Working collaboratively with landlords and other tenants in multi-tenant sites/buildings to ensure consistency across common areas, for example, receptions, staircases.	As a sole tenant in all our offices we are able to ensure a consistent approach in all of our common areas.		

Staggering break times to reduce pressure on break rooms or canteens.	No set times for breaks will be imposed so that pressure on common areas can be reduced.		
Using safe outside areas for breaks.	This already happens and will be encouraged further.		
Creating additional space by using other parts of the workplace or building that have been freed up by remote working.	The Admin Team currently occupy two of the meeting rooms in Norwich to allow them to each work in their own individual space.		
Installing screens to protect staff in receptions or similar areas.	We have used rope barriers and marked off zones on the floor to make sure that the 2m rule is observed by visitors in our reception areas. All reception desks have also been installed with screens to ensure staff are protected.		
Providing packaged meals or similar to avoid fully opening staff canteens.			N/A as no staff canteens.
Encouraging workers to bring their own food.	This already happens and will continue to be encouraged.		
Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions.	Staff have been encouraged to remain on site where possible and in the limited common areas we have, seating will be reconfigured to maintain spacing.		
Encouraging staff to remain on-site and, when not possible, maintaining social distancing while off-site.			
Regulating use of locker rooms, changing areas and other facility areas to reduce concurrent usage.			N/A – No such areas in our offices.

Encouraging storage of personal items and clothing in personal storage spaces, for example, lockers and during shifts.	As noted earlier, all employees will be told to keep personal items brought into the office to a minimum and not to store them in public spaces.		
4. Managing your customers, visitors and contractors			
Minimise the number of unnecessary visits to offices.	Visits by outsiders are being kept to a minimum and those from clients are restricted to dropping off books and records.		
4.1 Manage contracts			
Encouraging visits via remote connection/working where this is an option.	Contractor site visits are minimal. However where a contractor is required to visit one of the offices, all of the necessary guidance will be provided by the reception staff.		
Where site visits are required, site guidance on social distancing and hygiene should be explained to visitors on or before arrival.			
Limiting the number of visitors at any one time.			
Limiting visitor times to a specific time window and restricting access to required visitors only.			
Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people, for example, carrying out services at night.			
Maintaining a record of all visitors, if this is practical.	A record is being kept by the reception staff of all visitors that are accessing our offices, except when that visit is to drop off books or records.		

Revising visitor arrangements to ensure social distancing and hygiene, for example, where someone physically signs in with the same pen in receptions.	No sign-in by visitors will be required but as noted above, a record will be kept of those accessing our offices. As best possible, and mindful of fire safety where doors will be propped open, visitors will be asked to minimise contact with any part of the building.		
4.2 Providing and explaining available guidance			
Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage or visual aids and before arrival, for example, by phone, on the website or by email.	Signage, visual aids and other methods are being used to provide clear guidance on social distancing and hygiene to all that arrive in our offices.		
Establishing host responsibilities relating to COVID-19 and providing any necessary training for people who act as hosts for visitors.	Any visitor will initially be hosted by the reception staff who will ascertain the purpose of the visit and explain the safety procedures we have in place. If needed, the visitor will be handed over to another member of staff who will then make sure that safety procedures continue to be observed.		
Reviewing entry and exit routes for visitors and contractors to minimise contact with other people.	The Norwich & Attleborough offices now operate a 'back door' rule for all staff entry and exits, with the front door being for visitor use only. This is not possible to implement in the Cromer office as there is only one entry/exit point.		

Coordinating and working collaboratively with landlords and other tenants in multi-tenant sites, for example, shared working spaces.			N/A
5. Cleaning the workplace			
5.1 Before reopening			
Cleaning sites and providing hand sanitiser.	The Norwich office is back to operating at five full cleans a week, with Attleborough receiving four and Cromer three.		
Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels.		For the limited air conditioning we have in our offices, this will be checked and serviced if necessary.	
Most air conditioning systems do not need adjustment, however where systems serve multiple buildings or you are unsure, advice can be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.			
Opening windows and doors frequently to encourage ventilation, where possible.	When offices are in use, windows and doors are opened to encourage ventilation.		
5.2 Keeping the workplace clean			
Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.	As noted earlier, the firm's cleaning company (Mapleleaf) have been instructed to pay particular attention to surface cleaning. This is to include door handles and push plates which will supplemented with additional		
Frequent cleaning of objects and surfaces that are touched regularly, such as door handles and keyboards, and making sure there are adequate disposal arrangements.			

Clearing workspaces and removing waste and belongings from the work area at the end of a shift.	cleaning by office staff during the working day.		
Limiting or restricting use of high-touch items and equipment, for example, printers or whiteboards.	Staff will be constantly reminded of the need to limit the use of high-touch items such as printers, and where necessary additional cleaning will be undertaken to keep things clean.		
5.3 Hygiene: handwashing, sanitation facilities and toilets			
Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.	Signs and posters are in place and will be added to, in order to maintain an awareness of the need for hygiene. Temperature checkers and instruction signs have been installed at the entry point in all offices to make sure that everyone's temperature is checked before proceeding.		
Providing regular reminders and signage to maintain personal hygiene standards.			
Providing hand sanitiser in multiple locations in addition to washrooms.	Hand sanitisers are available across multiple locations in all our offices.		
Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.	Signs have been installed on the doors where washrooms would usually allow more than one person to enter at a time. Washing hands, sanitising and cleaning are all encouraged with necessary products supplied.		
Enhancing cleaning for busy areas.	It is not envisaged that "busy" areas will be allowed to develop but where increased use may become		

	apparent, additional cleaning will be carried out.		
Providing more waste facilities and more frequent rubbish collection.	Staff are provided with plenty of waste facilities and collection is already frequent.		
Where possible, providing paper towels as an alternative to hand dryers in handwashing facilities.	Paper towels are the only method used where handwashing facilities exist.		
5.4 Changing rooms and showers			
Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and social distancing is achieved as much as possible.			N/A
Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.			
5.5 Handling goods, merchandise and other materials, and onsite vehicles			
Cleaning procedures for goods and merchandise entering the site.	Where practicable, all goods are cleaned upon receipt into the offices and are then put into “quarantine” before being passed on to staff.		
Cleaning procedures for vehicles.			N/A
Introducing greater handwashing and handwashing facilities for workers handling goods and merchandise and providing hand sanitiser where this is not practical.	Our reception and facilities staff all have plastic gloves, hand sanitiser and hand washing facilities readily available for use when handling incoming goods.		

Regular cleaning of vehicles that workers may take home.			N/A
Restricting non-business deliveries, for example, personal deliveries to workers.	Staff will be regularly reminded that personal deliveries should not be made to the office.		
6. Personal protective equipment (PPE) and face coverings			
Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19.	This has not been encouraged.		
6.1 Face coverings			
<p>Wearing a face covering is optional and is not required by law, including in the workplace. If you choose to wear one, it is important to use face coverings properly and wash your hands before putting them on and taking them off.</p> <p>Employers should support their workers in using face coverings safely if they choose to wear one. This means telling workers:</p> <ul style="list-style-type: none"> • wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it • when wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands • change your face covering if it becomes damp or if you've touched it • continue to wash your hands regularly • change and wash your face covering daily 	<p>Face masks are available to all staff upon entry to the offices. We have now imposed the rule that a face covering must be worn by anyone not sat at their desk. This includes all movement around the building and use of communal areas.</p>	<p>Guidance on how to use a face mask safely will be provided to those needing it.</p>	

<ul style="list-style-type: none"> • if the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in your usual waste • practise social distancing wherever possible 			
Considering whether there are enclosed spaces where social distancing is not possible and where employees come into contact with people they do not normally meet so as to require face coverings.			
7. Workforce management			
7.1 Shift patterns and working groups			
Change the way work is organised to create distinct groups and reduce the number of contacts each employee has.			N/A – No “working groups” or shift work.
As far as possible, where staff are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people.	Staff teams exist across all of our offices and will operate to maintain social distancing and avoid any non-essential movement throughout the offices.		
Identifying areas where people directly pass things to each other, for example office supplies, and finding ways to remove direct contact, such as using drop-off points or transfer zones.			N/A – All in-coming supplies are dealt with centrally.
7.2 Work-related travel			
7.2.1 Cars, accommodation and visits			
Minimising non-essential travel –consider remote options first.	Travel will be minimal and will primarily be restricted to those accessing our offices. It has been recognised that, where remote		

	options are not viable, members of our audit team may be required to travel to client sites.		
Minimising the number of people travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.	Staff will not be travelling together.		
Cleaning shared vehicles between shifts or on handover.			N/A – Staff will not be sharing vehicles.
Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.	<p>Due to current lockdown laws no travel or overnight stays are possible.</p> <p>More relevant to our current situation is the need to visit client sites locally and during daylight hours. If this is required employees will be fully briefed on all of the protocols they must follow and provided with any PPE that might be suitable. In addition, the completion of a Method Statement will required by the client to ensure the safety of any staff on site. This will be a mandatory requirement from the client before any site visit.</p>		
7.2.2 Deliveries to other sites			
Putting in place procedures to minimise person-to-person contact during deliveries to other sites.	All deliveries to and from our offices will be overseen by our facilities staff. Wherever possible deliveries (by the facilities staff) rather than		


	collections, will be made to other sites and home working locations.		
Maintaining consistent pairing where 2-person deliveries are required.			N/A
Minimising contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents.	When documents are exchanged, strict social distancing will be observed at all times.		
7.3 Communications and Training			
7.3.1 Returning to Work			
Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.	Staff have been provided with clear, consistent and regular communication on the ways of working of M+A Partners, including the health and safety measures and the working practises we expect, and will continue to do so.		
Engaging with workers through existing communication routes and worker representatives to explain and agree any changes in working arrangements.	Staff have been continually updated by telephone, email and Teams, and will also receive a one-to-one health and safety risk assessment upon any return to work in the office. This will ensure staff are comfortable with their working arrangement and that any required changes are actioned.		
Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.	Changes to working practises aren't so drastic that extensive training is required, however clear		

	communication has been provided, and will continue to be provided in order to set out any new procedures and safety measures.		
7.3.2 Ongoing communications and signage			
Ongoing engagement with workers (including through trades unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.	Jeremy Robson (Managing Partner), Bex Coleman (HR Manager) and Laura Porter (Operations Manager) will continue to engage with office workers on an ongoing basis to ensure working environments are safe, and that all staff are comfortable. Specific office protocols relating to Norwich, Attleborough and Cromer will be issued to those returning to the office and these will deal with matters such as entry and exit points, use of washroom and kitchen areas, flows around the office etc.		
Awareness and focus on the importance of mental health at times of uncertainty.	Bex Coleman (HR Manager) has been liaising with partners, department heads and managers to ensure the mental health of our staff is an ongoing priority and that contact is maintained regularly via telephoning staff and the use of Teams.		
Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language.			

Using visual communications, for example whiteboards or signage, to explain changes to schedules, breakdowns or materials shortages to reduce the need for face-to-face communications.			
Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.	Our staff are being actively encouraged to assist contacts of the firm with their adoption of the guidelines in order to see how we may be able to share our experiences to assist them.		
8. Inbound and outbound goods			
Revising pick-up and drop-off collection points, procedures, signage and markings.	Our Norwich office is deemed to be the best pick-up and drop-off point for most inbound and outbound goods. Our Attleborough and Cromer offices are currently operating collections and deliveries by appointment only.		
Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.			N/A
Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.			N/A
Where possible and safe, having single workers load or unload vehicles.			N/A
Where possible, using the same pairs of people for loads where more than one is needed.			N/A

Enabling drivers to access welfare facilities when required, consistent with other guidance.			N/A
Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.			N/A

Signed by Jeremy Robson (Managing Partner) and Laura Porter (Operations Manager):


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Date: 3 March 2021


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3rd March 2021