

LEATHES PRIOR RISK ASSESSMENT: WORKING SAFELY DURING COVID-19

This Risk Assessment was conducted by Dan Chapman (Partner, member of the Management Committee and the Partner designated as responsible for the Firm's Health & Safety) with assistance from Charlotte Sheehy (Head of Business Development and Operations and the firm's employee representative for health and safety matters). Input was also obtained from the firm's HR Manager (Anastasia Panova) and it was considered and approved by the firm's Management Committee. Risk Assessments were initially carried out in response to the firm's preparations for 'returning to the office' prior to the Prime Minister's speech on the 10th May 2020. The physical assessments took place on the 4th and 5th May 2020 at all of our offices as listed below:

1. 74 The Close, Norwich, NR1 4DR
2. 73 The Close, Norwich, NR1 4DD
3. 28 Tombland, Norwich, NR3 1RE
4. 23 Tombland, Norwich, NR3 1RF

Employees were informed of the arising outcomes and action points on the 11th May 2020. As stated above, the initial work was carried out before Government guidance was released later on the 11th May 2020, which made the conducting of specific Covid-19 risk assessments a legal necessity (if it was not already, given the over-arching obligation for the employer to provide a safe working environment). Following receipt of that Government guidance later that day, the Risk Assessments were revised, further reviews undertaken and re-published on 12th May 2020 with the firm concluding that it was COVID-19 Secure. As per the Government Guidance, the Risk Assessments are available for employee and public review and COVID-19 Secure posters will be displayed in each office.

The Risk Assessment will be regularly reviewed in (i) consultation with the employees and in response to any issues that arise or ideas that are put forward (and in that respect Charlotte Sheehy will individually be talking to each employee as they return to the office to discuss their working environment and any concerns they have) and (ii) in light of any amendments that are made to the Government guidance from time to time. This Risk Assessment should be read in conjunction with the firm's Homeworking & Coronavirus Policy that was issued on 18th March 2020.

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	Staff have been reminded on an ongoing basis to increase the frequency of handwashing. Hand sanitiser is available in every meeting room and at entrances to each office, with wall-mounted		

	dispensers to be installed at each entrance (already installed at the head office at 74 The Close).		
Increasing surface cleaning.		The firm's contracted cleaning company; Spring Clean Services were instructed on 12 May to increase surface cleaning with immediate effect, with a strong emphasis on door handles and keyboards.	
Making every reasonable effort to enable working from home as a first option.	A business appropriate Homeworking Policy was introduced on 18 March and has worked well. The Management Team have worked together to ensure that every member of staff that can work from home, has been provided with everything they need to enable them to do so.		
Where working from home is not possible, workplaces should make every reasonable effort to comply with social distancing.	All work stations have been moved 2m apart where possible. Staff have been instructed by email on 11 May to ensure this distance is always maintained across the offices.		
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:	Social distancing guidelines will be followed in full across all of our offices. In order to provide further protection in areas where this may present challenges, mitigating actions have been taken, for example a protective screen has been installed in front of our reception desk.		

<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). <p>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.</p>			
1.2 Sharing your risk assessment			
<p>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).</p>	<p>Results were shared and published on the firm’s website on 12 May.</p>		
<p>Consulting with the health and safety representative selected by a recognised trade union or, if there isn’t one, a representative chosen by workers.</p>	<p>Charlotte Sheehy was appointed as health and safety representative by the firm’s Management Committee on 6 February and has been working with the MC on various matters since that date, and continues to do so above and beyond just Covid-Secure issues.</p>		
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. 	<p>The firm is operating a skeleton staff, with all other staff working from home. Assessment of whether a role is critical has been made not solely by a line manager/Head of Team, but with sign-off from the Health & Safety Partner. Similarly, discussions where an employee is not able to work from home (due to either personal circumstances or the nature of their role) have been, and will continue to be, collaborative.</p>		
<p>Planning for the minimum number of people needed on site to operate safely and effectively.</p>	<p>This will be an ongoing assessment, taking also into account the local and national position in respect of the control and elimination of the pandemic but also the extent to which our clients return to the City and require our presence in the offices. All employees working from the offices will have an individual risk assessment carried out; a two-way discussion to consider the ongoing safe operation of the workplace, their office and any requirements.</p>		
<ul style="list-style-type: none"> - 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. - Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security. - Providing equipment for people to work at home safely and effectively, for example, remote access to work systems. 	<p>Since 18 March this has happened with both Charlotte Sheehy and Anastasia Panova (as well as Heads of Team) regularly contacting homeworkers to ensure their wellbeing has been monitored and they have everything they need. This will continue. It ought also to be pointed out that the well-being of those employees that have not been able to work from home (and will from now on work from the offices) has to be monitored with equal vigilance – whilst the pressures and concerns may be different, they are just as real.</p>		
<p>2.1 Protecting people who are at higher risk</p>			

<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>	<p>This has been given very careful thought throughout, and as a result we do not currently have any clinically vulnerable individuals working in the office.</p>		
<p>Provide support for workers around mental health and wellbeing. This could include advice or telephone support.</p>	<p>Support is provided to all of our workers around mental health and wellbeing, both via one-on-one support from the firm's HR Manager or through access to telephone support as offered by the firm via Health Assured Employee Assistance Programme.</p>		
<p>2.2 People who need to self-isolate</p>			
<p>Enabling workers to work from home while self-isolating if appropriate.</p>	<p>All staff that are able to work from home, have been able to work from home during periods of self-isolation.</p>		
<p>2.3 Equality in the workplace</p>			
<ul style="list-style-type: none"> - Treating everyone in your workplace equally, being mindful of the particular needs of different groups of workers or individuals. - Understand and take into account the particular circumstances of those with protected characteristics. - Involving and communicating appropriately with workers whose protected characteristics might either 	<p>Leathes Prior takes equality in the workplace very seriously and has ensured that every member of staff has been treated equally during this crisis.</p> <p>Every member of staff's individual circumstances and particular needs have been given careful consideration on an ongoing basis, not only by the</p>		

<p>expose them to a different degree of risk, or might make any measures you are considering implementing inappropriate or challenging for them</p> <ul style="list-style-type: none"> - 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. 	<p>Head of Team, but also by the firm's Management Team and Management Committee.</p>		
<p>3. Social distancing at work</p>			
<p>Maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work, and when travelling between sites.</p>	<p>As above, all work stations have been moved two metres apart where possible. Staff have been instructed by email on 11 May to ensure this distance is always maintained across the offices, and in particular when passing through corridors.</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 	<p>As above, social distancing guidelines will be followed in full across all of our offices. In order to provide further protection in areas where this may present challenges, mitigating actions have been taken, for example a protective screen has been installed in front of our reception desk.</p>		

<ul style="list-style-type: none"> – 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) 			
3.1 Coming to work and leaving work			
<p>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.</p>	<p>This is something that happens naturally across all offices. Whilst most employees are contracted to work 9.00-17.00, the significant majority of employees (particularly the lawyers and managers who make up the bulk of the workforce) arrive well before 9.00 and leave well after 17.00. Inevitably people arrive and leave at different times so that disparity, coupled with the part-time working hours and those that do arrive and leave on the dot of 9/5, means there is no point in the day where there is crowding to get in and out of the premises.</p>		
<p>Providing additional parking or facilities such as bike racks to help people walk, run, or cycle to work where possible.</p>	<p>We are able to provide parking for the majority of employees and solutions will be explored for those who cannot park in Browne’s Meadow or in the Close. Any employee who wishes to cycle to work is able to do so (leaving cycles in either of our courtyards in 23 Tombland or 73 The Close).</p>		
<p>Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty.</p>			<p>N/A</p>

Reducing congestion, for example, by having more entry points to the workplace.	Staff have been offered an alternative entrance to our main office at 74 The Close (via the basement) by email on 11 May in an aim to maintain the 2m social distancing on arrival and departure.		
Providing more storage for workers for clothes and bags.	All employees have the ability to store their items away from any public spaces. Instruction to ensure they do so was issued on 11 May (and this will be monitored).		
Using markings and introducing one-way flow at entry and exit points.			One-way flow is not possible given the nature of the entrances and exits to our offices (which are mainly situated in Grade II listed buildings).
Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points and not using touch-based security devices such as keypads.	Entry to all buildings is via fob access. As above, hand sanitiser is available for use at the entrance to each office, with wall-mounted dispensers to be installed at the entrance to each office (already installed at 74 The Close).		
Providing alternatives to touch-based security devices such as keypads.			N/A
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			

<ul style="list-style-type: none"> - 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. - Restricting access between different areas of a building or site. - Reducing job and location rotation. 	<p>Instruction was given by email on 11 May to discourage non-essential movement around the offices (for example, an employee whose roles does not require them to leave 74 The Close should not visit one of the Tombland offices merely to have a social chat with a colleague). Where colleagues can liaise by phone/email as opposed to physical meeting they will be expected to do so. Zoom may also be used to 'attend' office meetings of a longer duration.</p>		
<p>Introducing more one-way flow through buildings.</p>			<p>One-way flow is not practical in our offices (the majority of which are Grade II listed buildings).</p>
<p>Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.</p>			<p>N/A – no lifts at any of our offices</p>
<p>Making sure that people with disabilities are able to access lifts.</p>			<p>N/A – no lifts at any of our offices</p>
<p>Regulating use of high traffic areas including corridors, lifts turnstiles and walkways to maintain social distancing.</p>	<p>As above, staff have been instructed by email on 11 May to ensure that 2m distance is always maintained across the offices, and in particular when passing on stairs or in corridors.</p>		
<p>3.3 Workplaces and workstations</p>			
<p>- Review layouts and processes to allow people to work further apart from each other.</p>	<p>All layouts and processes have been reconfigured to provide 2m distance between work stations where possible. In the very rare circumstance that this isn't</p>		

<p>- 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.</p> <p>- Only where it is not possible to move workstations further apart, using screens to separate people from each other.</p>	<p>possible, workstations have been moved further apart or rearranged to face away from each other.</p>		
<p>Using floor tape or paint to mark areas to help workers keep to a 2m distance.</p>			<p>N/A – seating provides appropriate markers for social distancing given reconfigured layouts.</p>
<p>Managing occupancy levels to enable social distancing.</p>	<p>This has been kept under continual review, not only by Heads of Teams but also by the Management Team and the Management Committee. We will continue to monitor occupancy levels on an ongoing basis to ensure social distancing is enabled across all offices.</p>		
<p>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.</p>	<p>Hot desking (or any form of sharing of work stations) will not take place across any of the offices. This was confirmed to staff by email on 11 May.</p>		
<p>3.4 Meetings</p>			
<p>Using remote working tools to avoid in-person meetings.</p>	<p>All lawyers have been encouraged (by email on 11 May) to offer their clients meetings via remote means wherever possible for the foreseeable future. Where an in-person meeting is required, preference should be given (where possible) to the meeting taking place at our meeting rooms in 74 The Close</p>		

	as opposed to at the clients' premises, since we have more control over our own processes and initiatives than we do of unknown, other premises.		
<ul style="list-style-type: none"> - Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout. - Avoiding transmission during meetings, for example avoiding sharing pens and other objects. 	This has been confirmed to staff by email on 11 May.		
Providing hand sanitiser in meeting rooms.	Hand sanitiser is available in every meeting room across all of our offices.		
Holding meetings outdoors or in well-ventilated rooms whenever possible.	Outdoor meetings are rarely appropriate given the confidential nature. However, staff were instructed on 11 May to hold all meetings in person (if not possible via remote means) in a booked meeting room. A member of staff has been nominated at each of our offices to ensure the meeting rooms are well-ventilated.		
For areas where regular meetings take place, using floor signage to help people maintain social distancing.	Across all offices, seating has been reconfigured to dictate social distancing. Floor tape has been put in place across all meeting rooms at the firm to dictate chair positioning should chairs be moved during meetings and staff have been informed as such by email on 11 May.		
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.	There is only one reception across all of our offices and one common room (which is out of use). A consistent approach has been adopted to ensuring social distancing is maintained across all offices otherwise (for example by waiting for your colleague		

	to pass at the bottom of the stairs or at the end of a corridor) with this being communicated to staff by email on 11 May.		
Staggering break times to reduce pressure on break rooms or canteens.	Lunch hours have been relaxed in order to provide staff with the opportunity to take their lunch break any time between 11.30am and 3.00pm. This was confirmed to staff by email on 11 May.		
Using safe outside areas for breaks.	Given the picturesque setting of our offices in the Cathedral Close, this happens where possible in any case (weather permitting).		
Creating additional space by using other parts of the workplace or building that have been freed up by remote working.			Given the nature of our buildings, unfortunately there are no areas big enough appropriate for use as a common area in which social distancing can be maintained.
Installing screens to protect staff in receptions or similar areas.		A protective screen has been installed in front of the reception desk on 12 May.	
<ul style="list-style-type: none"> - Providing packaged meals or similar to avoid fully opening staff canteens. - Encouraging workers to bring their own food. 			N/A – no staff canteens

<ul style="list-style-type: none"> - Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions. - Encouraging staff to remain on-site and, when not possible, maintaining social distancing while off-site. 			N/A – the only common area in our offices has been marked as out of use with floor tape.
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 above all employees have been instructed to store personal items away from any public spaces by email on 11 May (and this will be monitored).		
4. Managing your customers, visitors and contractors			
Minimise the number of unnecessary visits to offices.	The Management Team are ensuring visits are as limited as is possible and all lawyers have been encouraged (by email on 11 May) to offer their clients meetings via remote means wherever possible for the foreseeable future.		
4.1 Manage contracts			
<ul style="list-style-type: none"> - Encouraging visits via remote connection/working where this is an option. - 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. 		The Management Team will be instructed to ensure these procedures by email to be sent by	

<p>- Limiting visitor times to a specific time window and restricting access to required visitors only.</p> <p>- 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.</p>		the end of w/c 11 May.	
<p>Maintaining a record of all visitors, if this is practical.</p>	<p>As of 12 May the firm's Client Care Team were instructed to ensure a record is kept.</p>		
<p>Revising visitor arrangements to ensure social distancing and hygiene, for example, where someone physically signs in with the same pen in receptions.</p>	<p>This has been given careful thought in the visitor area. A record of visitors is to be maintained by the same member of staff (with no signing in), the waiting room has been reconfigured to ensure social distancing is maintained (with floor tape marking those seating areas out of use) and as above, a protective screen has been installed in front of the reception desk.</p>		
<p>4.2 Providing and explaining available guidance</p>			
<p>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.</p>	<p>Our social distancing and hygiene procedures have been detailed on our website throughout the crisis, and we will continue to update information on our safety measures as the guidance develops. Tape is used to mark out social distancing measures in the office upon arrival, and signage is on the wall alerting visitors to use the wall-mounted hand sanitisers.</p>		
<p>Establishing host responsibilities relating to COVID-19 and providing any necessary training for people who act as hosts for visitors.</p>	<p>Upon entering the offices, our Client Care Team will be hosting visitors, who have been fully briefed on hosting visitors in line with the firm's social distancing and health and safety procedures. Lawyers will then host visitors during face-to-face</p>		

	meetings, following strict social distancing guidelines as communicated by email on 11 May.		
Reviewing entry and exit routes for visitors and contractors to minimise contact with other people.	We are somewhat limited given the nature of our buildings, but as above, we have offered an alternative to the usual entry and exit route to staff in order to minimise contact with other people, that being via the basement (the Management Team will be asked to ensure this route is also available for visitors).		
Coordinating and working collaboratively with landlords and other tenants in multi-tenant sites, for example, shared working spaces.	As above.		
5. Cleaning the workplace			
5.1 Before reopening			
Cleaning sites and providing hand sanitiser.	Only one of our offices was closed during the crisis (73 The Close). Cleaners have been instructed to clean this site and hand sanitiser is available for use (both in the meeting room and upon entry/exit).		
<ul style="list-style-type: none"> - 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. - 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. 		All ventilation and air conditioning systems will be checked/serviced.	

Opening windows and doors frequently to encourage ventilation, where possible.	Staff have been nominated in each office to ensure that this is carried out.		
5.2 Keeping the workplace clean			
<ul style="list-style-type: none"> - Frequent cleaning of work areas and equipment between uses, using your usual cleaning products. - 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. 	The firm's contracted cleaning company; Spring Clean Services carries out a daily clean. They have confirmed by email on 12 May that they will place a strong emphasis of hygiene on all touch points including door handles, keyboards, phones, bathroom facilities, confirming that their team is freshly trained in order to do so. The firm's Client Care Team will be ensuring meeting rooms are wiped down between uses, including any shared equipment.		
Limiting or restricting use of high-touch items and equipment, for example, printers or whiteboards.	Staff have been instructed by email on 11 May to avoid any high-touch shared office equipment.		
5.3 Hygiene: handwashing, sanitation facilities and toilets			
<ul style="list-style-type: none"> - 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. - Providing regular reminders and signage to maintain personal hygiene standards. 		Signage will be displayed across all offices in line with this guidance by the end of w/c 11 May.	
Providing hand sanitiser in multiple locations in addition to washrooms.	Hand sanitiser is available in multiple locations across all offices including entrances/exits, meeting rooms, toilets, corridors and kitchens.		

Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.	Our toilets are always cleaned to a high standard through the contracted arrangement with Spring Clean Services. All toilets are single occupancy aside from the ladies toilets in our office at 28 Tombland (where signage will be placed to limit to single occupancy for the foreseeable future).		
Enhancing cleaning for busy areas.	The only “busy area” in use will be the reception area/waiting room and our meeting rooms, which will be cleaned regularly by our Client Care Team, as well as daily by Spring Clean Services.		
Providing more waste facilities and more frequent rubbish collection.	Staff are provided with plenty of waste facilities and the collection is already frequent, with every facility collected daily by Spring Clean Services.		
Where possible, providing paper towels as an alternative to hand dryers in handwashing facilities.	Paper towels are provided alongside all hand washing facilities.		
5.4 Changing rooms and showers			
<p>- 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.</p> <p>- Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.</p>			N/A – shower and changing facilities not required.
5.5 Handling goods, merchandise and other materials, and onsite vehicles			
Cleaning procedures for goods and merchandise entering the site.	Where practicable, all goods will be cleaned upon receipt into the offices.		

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 Client Care Team, Postroom Team and Facilities Team all have plastic gloves available for use, hand sanitiser available for use and hand washing facilities readily available.		
Regular cleaning of vehicles that workers may take home.			N/A
Restricting non-business deliveries, for example, personal deliveries to workers.	As per our standard policy in the Staff Handbook, staff are instructed to avoid personal deliveries to the offices unless absolutely necessary.		
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			
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.	Face masks are available for staff to use should it make them feel more comfortable. This was explained to staff by email on 11 May.		
Employers should support their workers in using face coverings safely if they choose to wear one. This means telling workers:		Upon issuing staff with the firm's disposable face masks, they will be taken through the guidance on using	

<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 • 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 		<p>them safely, as well as how to care for a reusable mask should they wish to wear them.</p>	
<p>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.</p>	<p>This has been considered; social distancing should be achieved across all of our offices, as a precaution however face masks have been issued to those who may be working with more people than others, for example the Post Room Team, the Client Care Team and the Wills Team.</p>		
<p>7. Workforce management</p>			
<p>7.1 Shift patterns and working groups</p>			
<p>Change the way work is organised to create distinct groups and reduce the number of contacts each employee has.</p>			<p>N/A – no 'working groups', all staff work separately</p>

			and often in individual offices.
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.	Every team across all of our offices has been set up to maintain social distancing, and staff have been instructed by email on 11 May to 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 supplies are passed between staff via the Post Room, with objects being personally delivered to staff. Post Room staff will be exercising social distancing and have also been provided with gloves and face masks as a precautionary measure.
7.2 Work-related travel			
7.2.1 Cars, accommodation and visits			
Minimising non-essential travel –consider remote options first.	Travel is minimal in any case; limited to travel for events which will not be taking place and client meetings. As above, all lawyers have been encouraged (by email on 11 May) to offer their clients meetings via remote means wherever possible for the foreseeable future. Where an in-person meeting is required, preference should be		

	given (where possible) to the meeting taking place at our meeting rooms in 74 The Close as opposed to at the client's premises, since we have more control over our own processes and initiatives than we do at unknown, other premises.		
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 – no shared 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.			N/A – staff will not be required to stay away from their home during this time.
7.2.2 Deliveries to other sites			
<ul style="list-style-type: none"> - Putting in place procedures to minimise person-to-person contact during deliveries to other sites. - Maintaining consistent pairing where 2-person deliveries are required. - Minimising contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents. 		Deliveries to other sites are very limited, however staff have been instructed to exercise social distancing at all times by email on 11 May.	
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 Leathes Prior's ways of working, 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 Slack, and will also receive a one-to-one health and safety risk assessment upon their return to work, in order to ensure staff are comfortable with their working arrangement and 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 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.	Charlotte Sheehy (Head of Operations & Business Development) and Anastasia Panova (HR Manager) will continue to engage with office workers on an ongoing basis to ensure working environments are safe, and that all staff are comfortable.		
Awareness and focus on the importance of mental health at times of uncertainty.	Anastasia Panova (HR Manager) has been ensuring the mental health of our staff is an ongoing priority by regularly telephoning staff and sending out ideas and activities via Slack.		
Using simple, clear messaging to explain guidelines using images and clear language, with consideration of	This has been done.		

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.			N/A
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 and 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.			The current procedure and location is considered to be the safest possible way to do this (dropping-off immediately inside the entrance at 74 The Close)
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.		The Management Team will ensure	

<ul style="list-style-type: none">- Where possible and safe, having single workers load or unload vehicles.- Where possible, using the same pairs of people for loads where more than one is needed.- Enabling drivers to access welfare facilities when required, consistent with other guidance.- Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.		these measures are put in place.	
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