Wales only - Pub COVID Secure Risk Assessment

| RA No. | Area/Task Equipment | Risk | Nature of Risk | Protective and Preventative Measures | Further Controls Needed (if none place initials and | Date Implem |
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| 102 | Preventing the virus from entering the business | High | Spread of COVID-19 virus causing illness which may be asymptomatic, mild, moderate, severe or fatal to team members, guests, contractors, suppliers and visitors. | Personal Risk Assessments with must be completed with new and expectant mothers and those at increased risk of severe illness from COVID-19 (older males, those with a high body mass index [BMI], those with health conditions such as diabetes, those from Black, Asian or minority ethnic [BAME] backgrounds). Reasonable adjustments must be made for these team members and they must take extra care in observing strict social distancing at work. We have a duty to treat everyone in the workplace equally. Measures in place to ensure that team members are as far as reasonably practicable free from COVID-19 including: Training on the symptoms of COVID-19 and the daily Health Screening / Pre-shift Brief and back of house information posters. That team members must not come to work if they have these symptoms and must selfisolate for 10 days. That they must not come to work if someone they live with or have been a close contact with someone who has these symptoms and must self-isolate for 10 days. That if they develop symptoms whilst at work, they must inform their manager and | date in space below) | |

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| | Preventing the virus from entering the business (continued) | | | go directly home, apply for an NHS test and self-isolate for 10 days. Any team member who has been self-isolating must not return to work until they have completed the minimum self-isolation period and have no elevated temperature for 48 hours and no other member of their household has symptoms. A Return to Work meeting must be held with their manager by phone to confirm that they are safe to return to work. Vaccination or negative tests do not remove the need to follow all other mitigation measures. Where possible, facilities should be provided for team members to securely store cycles to enable them to cycle to work. Uniforms and work clothes must not be worn on public transport. If public transport is used, team members must change into their work clothes on arrival at work. Team members instructed that their uniforms and work clothes must be freshly laundered. Measures will be put in place to ensure that guests are as far as reasonably practicable free from COVID-19 before entering the business including: Digital communications explaining the new ways of working and requesting guests do not attend if they are unwell. | | |

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| | Preventing the virus from entering the business (continued) | | | Signage at entrances explaining new arrangements and that they do not enter if they are unwell. Hand sanitiser placed at entrances with a notice to encourage guests to use them before entering. All contractors and visitors must be asked to sign in and declare that they are symptom free/not living with anyone with symptoms and abide the rules of personal hygiene and social distancing whilst on the premises. Social distancing controls to be observed when taking in deliveries of food and drink. Food deliveries to be dropped off in the yard/outside area. Between pack temp check should be completed and team members to take them into kitchen. Temperature checking delivery vehicles should not be completed at this time. Access to toilet and hand washing facilities must be provided to drivers if required. | | |
| | Reducing the risk of transmission | High | Spread of COVID-19 virus causing illness which may be asymptomatic, mild, moderate, severe or fatal to team members, guests, contractors, suppliers and visitors. | Wales from 26th April: Outdoor service to guests in groups of a maximum six from two households is permitted. Note - children under 11 or a person who is caring for someone are not counted in the 'rule of six'. | | |

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| | Reducing the risk of transmission (continued) | | | Track and trace requirements have changed. All guests over 18 years of age must check in and provide their contact details – see 'Controlling Potential Outbreaks' section below. Guests must order and be served and consume food and drink while seated. Guests can use the toilets, baby changing or breast-feeding room inside and can pass through the pub to access the garden where this is necessary. Face coverings will be required whilst they are inside, and we should keep windows and doors open where possible to maximise ventilation. We can serve seated guests from outdoor bars, but guests cannot go up to order or be served from outdoor bars. Collection points are also not allowed. Guests should be encouraged to use the Marston's Tap order and payment app. Contactless card payments should be encouraged where this is not used. Where possible payment machines should be brought to the guest outside to pay. Guests may pay indoors, if they cannot pay outside. If payment machines do not work in the garden, one guest wearing a face covering can enter the pub and pay at the till. However, guests cannot order inside at a till or bar. Orders must be taken from seated guests. | | |

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| | Reducing the risk of transmission (continued) | | | The definition of 'outdoor', for the purposes of marquees/shelters/pods/igloos/gazebos etc. is that at least 51% of the sides must always be open to the air when in use. If more than 49% is enclosed, it counts as indoor space and cannot be used until trading inside the pub is permitted. Machines, darts and pool tables etc. in the pub cannot be used. Games outdoors with shared equipment e.g. skittles, are also not permitted. Takeaway food and alcohol are permitted but it must not be consumed on the premises or on any adjacent land or benches etc. It must be genuine takeaway. We must ensure that all reasonable steps are taken to ensure that guests remain seated outdoors whilst consuming food and drink and remain socially distanced from other groups. Regular garden/outside space patrols must be completed. Guest who fail to follow the guidelines will have to be asked to leave and further service must be refused. Please keep a record in your Refusal Log. All standard operating procedures and safety checks are to be completed as normal and recorded in the Kitchen Record Book, Front of House Book and Cleaning Schedules. | | |

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| | Reducing the risk of transmission (continued) | | | Rotas to be organised where possible to produce two fixed teams within individual pubs to reduce the number of contacts each employee has. This will also reduce the risk of whole teams having to isolate if one member contracts the illness. As far as possible, team members must not cover shifts in other pubs to restrict the number of colleagues interacting with each other. Every reasonable effort must be made to comply with the 2m social distancing guidelines set out by the government. Outdoor seating and tables must be reconfigured to maintain social distancing i.e. 2m separation between seated guests wherever possible. Where the social distancing guidelines cannot be followed in full in, all mitigating actions possible will be taken to reduce the risk of transmission between team members, guests, contractors, suppliers and visitors by: Maximising ventilation, Seating guests back-to-back or side-to-side, Increasing the frequency of hand washing and washing hands as soon as possible after touching anything handled by a guest, colleague, contractor, supplier or visitor. Increasing the frequency hand contact surface cleaning, Keeping the activity time involved as short as possible, | | |

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| | Reducing the | | | Providing screens between seating and at till | | |
| | risk of | | | payment points where appropriate. | | |
| | transmission | | | Reducing the number of people each person | | |
| | (continued) | | | has contact with by providing a simplified | | |
| | | | | menu that can be delivered by a smaller | | |
| | | | | team and organising rotas into two fixed | | |
| | | | | teams to minimise interaction with others | | |
| | | | | Entry of guests must be managed to ensure no | | |
| | | | | overcrowding. | | |
| | | | | Guests should be encouraged to make advanced | | |
| | | | | table bookings/reservations. | | |
| | | | | Walk-ups must be subject to access through a | | |
| | | | | controlled entry point with contact tracing | | |
| | | | | information collected (see below) and checks to | | |
| | | | | ensure that groups do not exceed six in total and | | |
| | | | | guests are only from two households. | | |
| | | | | Queues for entry must be managed. 2m social | | |
| | | | | distancing markers (e.g. chalk lines) should be | | |
| | | | | used to help guests to maintain their distance. | | |
| | | | | The table booking system has been locked down | | |
| | | | | to ensure that bookings of more than six cannot | | |
| | | | | be made. | | |
| | | | | Where multiple bookings of six are made in the | | |
| | | | | same name, we must phone the guest and | | |
| | | | | inform them that this is not allowed. Neither is it | | |
| | | | | permitted to take bookings for more than six by | | |
| | | | | separating them onto different tables. | | |
| | | | | separating them onto unferent tables. | | |

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| | Reducing the risk of transmission (continued) | | | Similarly, if it becomes apparent that a large group has made separate bookings in different names, they must be told that they are not allowed to socialise with other tables. Guest who fail to follow the guidelines will have to be asked to leave and further service must be refused. Please keep a record in your Refusal Log. Where team members live in the same household, social distancing will not be needed e.g. in kitchens or behind the bar. You should communicate this to your guests to avoid any concerns. The social distancing measures will apply to all parts of the business, not just where team members usually work, but also entrances/exits, changing areas, team rest areas, smoking areas etc. A 'one person only rule' for small spaces will be applied as appropriate to the back office, team rest room, stock rooms, changing rooms, walk in fridges and freezers etc. Face coverings must be worn by front of house team members at all times when inside and when in the garden. Team members with medical conditions will be exempt and will be encouraged to wear a Hidden Disabilities Charity lanyard or badge to prevent misunderstanding. Kitchen team members do not have to wear face coverings unless they go front of house. | | |

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| | Reducing the risk of transmission (continued) | | | Guests must wear face coverings as they enter and to use the toilets, baby changing facilities etc. or to make a payment. They do not have to wear them whilst outside. Children under the age of 11 and people who cannot put on, wear or remove a face covering because of a physical or mental illness or impairment or disability are exempt from the requirement. Guests will be advised of the face covering requirement (supported by posters) but if a guest says they have reason why they cannot wear them we should not ask for proof or refuse service. Instructions for wearing face coverings: Wash your hands thoroughly before putting a face covering on, and after removing it, Avoid touching the face/face covering to prevent hand contamination Change the face covering if it becomes damp, Change and wash the face covering daily, If not washable, dispose of it carefully in the usual waste. Please note, wearing a face covering provides very little protection against the risk of transmission of COVID-19. Continue to wash your hands regularly and observe social distancing. | | |

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| | Reducing the risk of transmission (continued) | | | A face visor or shield may be worn in addition to a face covering but not instead of one. This is because they do not adequately cover the nose and mouth and do not filter airborne particles. As far as possible the sharing of equipment will be avoided. Where equipment needs to be shared it must be wiped down with D10 on a clean cloth before and after each use. For each pub a sketch plan will be produced by the General Manager/Operator and agreed with their Area Operations Manager. Once completed, this must be kept with this risk assessment. The sketch to mark the location of tables both inside and outside and those that can and cannot be used to maintain social distancing. Tables should be moved apart to provide the required distance where this is possible. Additional tables and chairs can be provided in function rooms and gardens. Car parks and pavements may be used if licensing rules permit. The maximum number of guests for inside and outside can then be calculated. The maximum capacity must be displayed. Tables out of use will have a sign to say that they are out of use. | | |

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| | Reducing the risk of transmission (continued) | | | Where possible making use of available doors, draw on your plan a one-way system for entry and exit and where possible a separate route of entry to use toilets. Plan where guests will safely queue with the objective of avoiding queuing inside. Signage pack provided to be used to help guests to understand where to queue and navigate any one-way systems imposed. During busy times a host or greeter will be required to control entry before capacity is reached, manage the queue, and direct guests to available tables. Food and drink must be ordered from and served to seated guests. Guests will not be permitted to order at or stand at the bar. Where taking payment at the table is difficult to deliver, providing a safety screen is in place at the till and queue dots are placed on the floor to keep the queue of guests socially distanced, one member of the group may go up to bar to make payment wearing their face covering. Self-service will not be permitted. Carvery - guests must order and pay from the table, but wearing face coverings, they can go up and choose what they want provided we serve the food and 2m social distancing is maintained in the queue. A hand sanitiser must be provided where guests can access it on the way into the deck. | | |

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| | Reducing the risk of transmission (continued) | | | To protect against cold, wind and rain, team members will be permitted to wear a suitable sweater, coat, fleece, body warmer etc. of their own that is in keeping with the work environment. Please refer to the risk assessment for A-Boards, Advertising Signs, Awnings, Gazebos, Café Barriers, Jumbrellas and Parasols and be vigilant for changes in weather conditions and the weather forecast. The Met Office Weather App installed on a smartphone can be set to give notifications of weather warnings when high wind is expected. If the forecast is for windy conditions or the weather changes i.e. heavy rain or wind, A-Boards must be dismantled and stored. Café barrier banners must be unclipped and safely stored. Gazebos, Jumbrellas, Parasols and Awnings MUST be taken down/retracted. Equipment must be fully retracted at the end of any trading period and secured (or removed where appropriate). In the event of adverse weather, guests outside will not be permitted to seek shelter indoors. Smokers must be seated if they wish to drink otherwise, smokers standing outside are not permitted to drink at the same time. | | |

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| | Reducing the risk of transmission (continued) | | | Table service orders should be taken in a time efficient manner and at a suitable distance to minimise time spent in close contact with guests. Short duration closer than 1m contact (e.g. delivering food to a table of seated guests) is considered to be very low risk. Toilets – notices will be provided requesting that guests respect social distancing whilst using the facilities, that they use the hand washing facilities and hand sanitiser will be provided for guests to use as they leave the toilets. Floor markings may be placed outside toilets so that guests know where to stand to keep the required social distance if they need to queue. Either disposable menus will be used and discarded after each use or laminated menus will be used which must be cleaned after each table of guests. Condiments will be provided in sachets/rip pots or ramekins. Where bottled condiments are used, these must be collected and sanitised after each guest. Based on the requirement to maintain 2m social distancing between children, the General Manager or Operator should calculate the limit on the maximum number of children that can use the external play area at any one time based on one child per play feature. | | |

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| | Reducing the risk of transmission (continued) | | | A sign will be displayed requesting: Children wash their hands before and after use. One parent or guardian must always supervise play. 2m social distancing must be observed. Be considerate of others. At busy times, please limit your time in the play area. Maximum number of children at any time (insert number) Internal play areas may not be used.2 No live performance of music, comedy, drama, DJ sets, karaoke, dancing is currently permitted. Background music and TV Sport shown outside must be on a low volume so that normal conversation is possible without raising the voice. Guests must be prevented from singing, dancing, shouting or chanting to mitigate against the risk of aerosol transmission. Card games, dominos amongst single household groups are allowed but Poker, dominos and other games amongst different households is not permitted. Machines, pool tables and darts are not permitted to be used at this time. | | |

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| | Reducing the risk of transmission (continued) | | | The 'Opening Checks / Enhanced Cleaning Regime' record will be completed to ensure that chemical solutions are made up correctly, i.e. one push of concentrate from the dispensers for D2 and D10 per 750ml trigger spray bottle topped up with water. (NB: dispensers calibrated to give 5ml of D2 and 10ml of D10). Team members trained and to refer to the posters regarding symptoms, personal hygiene and hand washing and enhanced cleaning measures. Tablets and tills will display a permanent hand washing reminder message which will be seen by the team each time they log on. Documented 'Opening Checks' to be completed to ensure hand basins are available and supplied with hot water, soap and towels and hand sanitiser dispensers are topped up to facilitate hand hygiene and supplies of disposable cleaning cloths, blue roll and D10 spray is made up and ready for both Front of House and Kitchen. Team members must wash their hands with soap and warm water regularly and thoroughly for at least 20 seconds. This must be completed frequently throughout the day and especially: - On arrival at work After handling objects belonging to or handled by guests, suppliers or contractors, After each break, | | |

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| | Reducing the risk of | | | After coughing or sneezing or using the toilet. | | |
| | the risk of transmission (continued) | | | Documented 'Opening Checks' to be completed by manager as the team come on shift to confirm pre-shift health screening, correct clean uniform is worn and the team have been briefed on social distancing, enhanced hand washing and cleaning duties. The brief will provide the opportunity to raise any concerns or ideas for how our new ways of working can be improved. On each shift a named member of the team should be designated 'COVID Secure Monitor' with responsibility for monitoring hygiene and social distancing. However, all team members are responsible for conducting themselves in a safe and secure manner and not doing anything which might jeopardize their own safety or that of their colleagues or guests and taking action or reporting as appropriate any safety concerns. A documented 'Enhanced Cleaning Regime' will be implemented. This will include sanitising | | |
| | | | | tables, chairs and highchairs each time they are turned and an hourly wipe down of hand contact surfaces behind the bar, front of house, toilets and kitchen areas. | | |

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| | Reducing the risk of transmission (continued) | | | Non fire doors to be propped open to reduce touchpoints. Good ventilation can significantly reduce the risk of coronavirus infection. Air circulation front of house must be maximised by opening windows and doors to provide ventilation where possible. The size of bar will determine how many team members can work safely in the space and observe social distancing. Bars must set up so that each bar tender can have their own workspace to meet the social distancing requirement. Glassware needs to be available and fridges stocked so that team members do not need to cross over each other. Dedicated ice scoops, fruit and tongs should be provided. Kitchen extraction/air input systems are designed to provide fresh air as fumes are extracted and this is interlocked with the gas supply for safety. In small kitchens with a limited food offering, the cookline will be a single person operation. In food led businesses, the cookline will be limited to a two-person operation. A 'starting chef' who will complete most of the cooking and a 'finishing chef' who will do final plating, starters and desserts. Cross overs must be minimised e.g. for hand washing and where necessary completed back-to-back. | | |

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| | Reducing the risk of transmission (continued) | | | Access to kitchens to be minimised to as few people as possible. In most kitchens this will be restricted to a single front of house team member at a time. In/Out doors to be used where provided. Contact at the pass and pot wash area to be minimised by the kitchen team member stepping away to allow the front of house team to pick up orders or drop off dirty plates etc. Interaction between kitchen and front of house team including when on breaks to be minimised. Ensure team members know and understand how to manage a situation when guests fail to follow the processes put in to place to protect people's safety. If a guest's actions put another guest or team member at risk this should be referred to the manager and dealt with using conflict management training and the right to refuse service. Back office equipment will be shared by the smallest number of team members as possible. Keyboard, mouse, door handles, safe etc. should all be sanitised with D10 on a clean disposable cloth before each use. | aute in space selent, | |

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| | Controlling potential outbreaks | High | Spread of COVID-19 virus. | Contact Tracing - All guests over 18 years of age must individually check in with the Marston's QR code or provide their contact details manually on a paper record. NHS app QR code posters will be displayed and guests can check in with this if they wish to, but they must still check in with either the Marston's QR code or provide a paper record of their contact details or be refused service. Use of the NHS app does not substitute this requirement. Display the Marston's QR code posters at the entrance and in convenient locations in your garden/terrace for guests to use, especially if you don't need to go through your main entrance to access the garden. Reasonable steps must be taken to refuse entry/service to anyone who refuses to check in. Asking the guest 'have you checked in' followed by 'don't forget to check in' is recommended. Keep a record of any instances of refusal of service in your Refusal Log for due diligence purposes. A paper system must be maintained for those with no smartphone. For each guest there must be a record of: Date and time of visit First name and second name Contact phone number Expected departure time | | |

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| | Controlling potential outbreaks (continued) | | | The record must be completed by a member of the team not the guest. Guests must not be able to see other people's personal data. The records must always be securely stored and shredded after 21 days. No other system (such as ticking off regulars) must be used. Apart from children under 18, the only exemption is for the police/emergency services, those without the mental capacity to comply and suppliers making deliveries. The accuracy of the information provided is the responsibility of the individual that provides it. The company's QR Code system allows the guest to scan the code with a smartphone and to log on a secure site, record the required information which is held for 21 days and then automatically deleted. Team rota information must be retained for 21 days in case it is needed by NHS Wales Test, Trace, Protect Service if the pub is not on the company payroll. Contractor and visitor signing in records must also be maintained and provided if required. | | |

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| | | | | date in space below) | |
| | Controlling | | | If this information is requested by public health | |
| | potential | | | please refer such requests to | |
| | outbreaks | | | safety@marstons.co.uk and this will collected | |
| | (continued) | | | from the various sources and provided in | |
| | | | | password protected files to keep the data secure. | |
| | | | | We will not provide this information to anyone | |
| | | | | other than a genuine public health team. | |
| | | | | If a member of the team or a guest goes down | |
| | | | | with symptoms and/or gets a test and is | |
| | | | | confirmed as positive for COVID-19, please notify | |
| | | | | safety@marstons.co.uk using the 'Managing a | |
| | | | | Potential COVID Outbreak' form from the | |
| | | | | microsite. | |
| | | | | Please fill in as much information as possible. If a | |
| | | | | pub has an outbreak, the Health & Safety team | |
| | | | | will notify the local environmental health and | |
| | | | | public health protection team. | |
| | | | | If a member of the team has helped someone | |
| | | | | who was taken unwell with symptoms of COVID- | |
| | | | | 19 they do not need to go home immediately but | |
| | | | | they must wash their hands thoroughly for 20 | |
| | | | | seconds and monitor their own health | |
| | | | | symptoms. They should take extra care in | |
| | | | | practising social distancing and good hand and | |
| | | | | respiratory hygiene. If they experience COVID-19 | |
| | | | | symptoms, they should self-isolate and arrange | |
| | | | | to be tested. | |
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| | Controlling potential outbreaks (continued) | | | If the person helped is a confirmed case, NHS Wales Test, Trace, Protect Service will notify you if you need to self-isolate for 10 days. You must inform your manager and comply with this instruction. If you have not been notified, this means you do not need to self-isolate and you should carry on working as normal. Once a possible case has left the premises, the room/area where the person was placed/isolated should remain out of use until it has been cleaned with detergent (D2) and sanitiser (D10). All toilets must be cleaned and disinfected in addition. Team members completing the cleaning should wear gloves, face covering and disposable plastic aprons. Ensure all hand contact surfaces are cleaned and disinfected. Cleaning and disinfection should be undertaken using disposable cloths and mop heads. Follow the normal instructions for dilution, application and contact times for D2 and D10. All cloths and mop heads used must be disposed of once cleaning has been completed along with the gloves and aprons used. All should be double bagged into waste bags tied and placed in the outside bins. Hands must be washed with soap and water on completion of cleaning. | | |

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| | Controlling potential outbreaks (continued) | | | Any areas where a possible case has only passed through (spent minimal time in) e.g. corridors, not visibly contaminated with any body fluids do not need to be further decontaminated beyond routine cleaning processes. | | |
| | Providing First Aid to colleagues, guests and others | High | Spread of COVID-19 virus. | Risk assess the situation and adopt appropriate precautions for infection control. Where possible for minor injuries offer ice packs, bandages and plasters for colleagues, guests and others to self-administer. For more serious issues, perform emergency first aid, minimise your time of exposure and thoroughly wash your hands after providing assistance. In the case of someone who has stopped breathing, mouth-to-mouth resuscitation is not recommended. Chest compression CPR is believed to be as effective until professional medical assistance arrives. | | |
| | Takeaway and Delivery | High | Spread of COVID-19 virus causing illness which may be asymptomatic, mild, moderate, severe or fatal to team members, guests, contractors, suppliers and visitors. | Orders and payment to be taken online and by telephone. Customers given staggered collection times. Waiting areas to allow social distancing. When capacity is reached customers must be prevented from entering the premises until their order is ready. Orders to be labelled with the customer's name and placed on a dedicated table front of house for contactless pick up. | | |

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| RA No. | Area/Task Equipment | Risk | Nature of Risk | | Protective and Preventative Measures | Further Controls Needed (if none place initials and date in space below) | Date Implem |
|-----------|-----------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------|
| | Mental health and wellbeing | Medium | Ill health from stress related to time on furlough and returning to work. | • | Support for mental health and wellbeing through regular central communications promoting of mental health good practice, promotion of a supportive environment and providing a means of support for team members with mental health issues through the Licensed Trade Charity and the Employee Assistance Programme. | | |
| | Monitoring and Compliance | High | Spread of COVID-19 virus causing illness which may be asymptomatic, mild, moderate, severe or fatal to team members, guests, contractors, suppliers and visitors. | • | The General Manager or Operator is responsible for ensuring that the control measures are implemented in their pub however all members of the team through their training and briefings will encouraged and expected to take personal responsibility to ensure that appropriate practices are correctly implemented at all times and feedback any issues of concern. Area Managers will monitor compliance with the risk assessment and new ways of working. AOMs will sign off the sketch plan and risk assessment to confirm compliance with the controls and/or take appropriate action to ensure full compliance. Thereafter they will complete check of compliance during updated 'Killer Questions' visits. To ensure that all our practices and procedures are correctly implemented our independent expert twice annual, unannounced safety audits | | |

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| RA No. | Area/Task Equipment | Risk | Nature of Risk | Protective and Preventative Measures | Further Controls Needed (if none place initials and | Date Implem |
|-----------|---------------------------------------|------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| NO. | Monitoring and Compliance (continued) | | | of our pubs will include checks of the COVID Secure arrangements. Our independent age verification checks (Serve Legal) will asked to report whether NHS Wales Test, Trace, Protect Service contact details were taken before service. The Regional Safety Advisors will complete some additional, random visits to pubs to monitor compliance. Our Primary Authority Wolverhampton City Council have been engaged and have reviewed | date in space below) | implem |
| | | | | and made recommendations on our risk assessment, procedures and controls. | | |

I confirm that the risk assessment has been reviewed and the control measures have been implemented:

Area Operation Manager (name):

Signature:

Date:

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