

Westmorland Family  
Westmorland Place  
Orton  
Penrith  
Cumbria  
CA10 3SB

Anthony Smith  
Chief Executive  
Transport Focus  
Albany House, Ground floor west  
86 Petty France  
London  
SW1H 9EA

3 August 2021

Dear Anthony,

Thank you for your recent letter. We'd be delighted to outline our plans. Following on from what has been an extremely challenging year we are delighted to be welcoming customers back over the Summer.

To support the anticipated summery staycation and ensure our spaces remain calming and safe places to stop we have strong plans in place.

1. Despite the lift in the legal requirement to wear a face covering we are still actively encouraging customers to wear these in our buildings. Signage remains in place encouraging customers to wear these. We have seen most of our customers still wearing face coverings in recent weeks.
2. All colleagues still wear face coverings in all areas.
3. Protective screens remain in place in all counter / till areas.
4. We have colleagues in key areas welcoming customers and advising customers if required. This helps manage flow around the building.
5. We are following Government guidance of naturally ventilating all our customer areas to reduce the spread of COVID.
6. We are actively cleaning customer tables; hand contact areas throughout the day and in addition fogging our buildings once a day.
7. At peak times (and where needed reactively) we have colleagues dedicated to car park marshalling.
8. Colleagues are actively encouraged to test for Covid-19 at home before attending work and we are providing home tests throughout the business.
9. We have two new Outside Kitchens in Gloucester as of 2020 and these are being put to good use this year. At Tebay we have outside sheds which offer take away BBQ food and drinks. We are also introducing pop ups where we can and have just launched two outside sausage roll and hot drinks stalls at Gloucester. These are helping to disperse any queues and manage flow.
10. We have lots of outside space, it's something we really benefit from. We have in Gloucester our outside tents in operation again (as we did in 2020) and these are popular with customers.
11. We have significantly increased our provision of outside benches and seating as of last year. We are seeing this as a core part of customer dining now.
12. We have a new customer feedback system whereby we have live monitoring of any issues that may arise in the business. We also review weekly feedback as a management team to make tweaks as we go.

We are very much looking forward to the rest of summer and will continue to put our colleague and customer safety first. We are continually reviewing our processes and tweaking where needed. However, we are confident we are providing a great customer experience.

Kind Regards,

**Danny Martin**  
Marketing Director

---