



DAIRY TRANSPORT ASSURANCE SCHEME (DTAS)

OPERATING PROTOCOL

(Version 9 as at 31 March 2021)

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Origins

1. Assuring food safety through every part of the food chain is a vital priority for the dairy industry and its consumers.
2. Assurance from farm to fork is one of the underlying principles of the Red Tractor Farm Scheme owned and operated by Assured Food Standards.
3. In the dairy industry assurance for dairy farming is provided by the Red Tractor Assurance Dairy Scheme which covers all aspects of dairy farming up to the farm gate. For milk processing, assurance is provided by the GFSI benchmarked schemes, which cover all aspects of dairy processing from milk reception to product distribution.
4. The Dairy Transport Assurance Scheme (DTAS) fills the gap between farm gate and milk reception and ensures that the transport of milk and milk fractions from the farm gate to the dairy processing site and between dairies is covered by an assurance scheme.
5. The primary function of the scheme is to provide milk purchasers with assurance that raw milk and milk fractions are being transported to acceptable standards.

Governance

6. DTAS is overseen by the DTAS Management Committee, which is a Dairy UK committee consisting of representatives of selected hauliers, all major UK milk purchasers and a representative from Red Tractor.
7. In addition, as independent assessors carry out the majority of the audits, the committee will benefit from their specialist knowledge by having them represented. On an annual basis, all independent assessors will be invited to join the committee and one will be selected by the committee from those that apply to become a member of the committee for the forthcoming year.

Any person applying for this position must not have any apparent conflict of interest with any existing services they provide for DTAS or demonstrate an apparent conflict of interest during their time on the committee.

8. The committee has a collective responsibility for ensuring a balanced planning and skill set within those members who form the committee to undertake the necessary tasks. If the committee believes the specialist input is required to help with a specific topic, an additional member may be invited to join the committee on a temporary basis.
9. In order to maintain their membership, all members of the Management Committee must attend a minimum of three of the five meetings that are held each year, on an April-March basis, incorporating the four meetings of the Management Committee and the annual conference, or notify the secretariat of a suitable replacement who will attend in their absence.

All members must attend at least one meeting in person each year (not including the Annual Conference).

In the event that a member does not meet the above requirements, their ongoing membership of the committee will be reviewed.

10. The scheme is the intellectual property of Dairy UK.
11. The Management Committee may be supported by a number of working groups. Currently they consist of working groups covering:
 - Training
 - HACCP
 - Standards Review
 - Protocol Review
12. Other working groups may be formed from time to time.
13. Dairy UK provides the secretariat support to the Management Committee and administers the scheme.

14. The work of the DTAS Management Committee is reported to the Board of the Red Tractor Farm Assurance Dairy Scheme and the Board of Dairy UK.
15. From 1 April 2015, it is a requirement that any dairy products carrying the Red Tractor logo must use milk or milk fractions that have been hauled using a DTAS certified haulier.

Scope of the Standards

16. The standards cover the transportation of raw cows and goats milk and milk fractions from farms to dairies and between dairies.
17. The standards aim to combine food safety legal requirements with recognised industry good practice to provide confidence in the supply chain. The standards also acknowledge the role of customer requirements in determining operating procedures for hauliers.
18. The standards comprise a set of minimum requirements to ensure food safety, including food hygiene, traceability and some operational matters, which hauliers must achieve when handling and transporting milk and its liquid milk fractions (e.g. cream, skim, skim concentrate, whey and whey concentrate)
19. The standards cover:
 - General Management
 - Personnel and Training
 - Fleet and Equipment
 - Milk quality, Hygiene and Security
 - Sub-depots, outbased reload sites, roadside collections and use of lay-bys
 - Records
 - Complaint procedure
 - CIP Flow Rate and Pressure
 - Sample jewellery policy
20. The DTAS standards are supplemented by two further industry standards developed by Dairy UK:
 - **Dairy UK Codes of Practice on Milk Tanker Design**

Three separate codes have been drawn up for reload bulk tankers, atmospheric and vacuum tankers.

The codes set down the guidelines and the minimum requirements for the design and build of any new milk tanker used under the Dairy Transport Assurance Scheme.

The purpose of these codes is to highlight the 'Minimum Allowable Standard'. The codes are not intended to restrict any future design improvements. However, if hauliers and tank manufacturers are considering changes outside the scope of the codes, they are requested to consult with the DTAS Management Committee by contacting Dairy UK.

- **Dairy UK Tanker Cleaning Code of Practice**

The code provides guidance on carrying out Cleaning in Place (CIP) on milk tankers and it applies to dairies, hauliers and commercial cleaning stations. The basis of the code is the hygiene standards required to produce high quality dairy products.

Scheme Membership

21. There are two types of scheme member: full members and associate members.
22. Full members are those organisations operating tankers involved in the transportation of milk and its liquid milk fractions (e.g. cream, skim, skim concentrate, whey and whey concentrate).
23. These organisations can be:
 - milk purchasers: dairy farmer co-ops, private dairy companies, PLCs etc, running their own milk haulage operations, or
 - haulage companies contracted to milk purchasers.
24. Under the terminology of the scheme 'full member' is interchangeable with 'haulier'.
25. Associate members are either:
 - those milk purchasers that have no haulage operations of their own, but who rely on contracted hauliers and who are committed to the implementation of the scheme, or
 - suppliers to the milk haulage industry that have an interest in the development of the standards, e.g.; tanker manufacturers, companies involved in the provision of CIP equipment, hire tankers etc.

The DTAS Management Committee is to be advised of all new applications for Associate membership.

26. It is an obligation of membership for both full members and associate members to ensure that all the depots for which they are responsible, and which haul raw milk and milk fractions, are certified under the scheme.

27. Scheme members:
- are invoiced by Dairy UK for membership to finance the scheme (see Costs section below)
 - receive regular communications from Dairy UK on the operation of the scheme
 - are consulted on the review of the scheme
28. There is a distinction between scheme membership and being certified under the scheme
29. Certification means that individual haulage depots have been assessed and deemed compliant with the scheme standards. It is the certification status of depots, sub-depots and outbased reload sites that is recorded on the scheme website.

Application of the Standards

30. The standards are to be applied and operated by hauliers at depots, sub-depots and outbased reload sites.
31. Depots are the focal point of inspection by assessors. Assessors have discretion in visiting sub-depots and outbased reload sites linked to the main depot. Failure to comply with standards in a sub-depot is deemed to be a failure of the main depot, all its associated sub-depots and outbased reload sites.
32. It is for hauliers to nominate which depots are main depots and which depots are sub-depots and to which main depot any sub-depots are associated with. As an indicative definition a sub-depot is an operation, which may have drivers and vehicles based at the site, but is managed by a main depot and which does not have its own independent management and/or supervisory staff. However, the haulier would be obliged to reconsider its classification of depots if their milk purchaser or the DTAS Management Committee disagreed.

The scheme requires all hauliers to undertake a half yearly internal self-assessment, undertaken by a competent person, between the annual assessments to ensure standards are complied with. The scheme may undertake training for these individuals, but they are prevented from assessing their own company sites.

A person may be deemed to be competent if they have suitable auditing experience and / or they have participated in a DTAS training course, e.g. DTAS Awareness Course.

Certification

33. To be certified as compliant with the scheme milk purchasers must ensure that an annual assessment of all their own haulage depots, sub-depots and outbased reload sites, along with the depots, sub-depots and outbased reload sites of their contracted hauliers, is undertaken.

It is normally the intention for a physical audit to take place but, in exceptional circumstances (such as the restrictions caused by the COVID-19 pandemic), the audit may be conducted on a remote basis.

34. All new Members depots, and current members opening a new depot with new staff, must be audited within the first ~~three~~ **two** months of operation.
35. All independent assessments are undertaken by personnel named on the independent assessors list on the scheme website.

An independent assessor is one that offers an audit or assessment as a fee-paying service. An independent assessor can be affiliated with a haulage company and/or First Purchaser but must comply with the rules of the protocol i.e. cannot audit their own company sites other than for self-assessment purposes.

36. Milk purchaser assessors may only assess the operation of other milk purchasers with the agreement of that milk purchaser.

Assessors

The criteria for the recruiting, training and performance management of assessors undertaking DTAS assessments is set out in Annex 2 – DTAS Assessor Criteria: Recruiting, Training & Performance Monitoring

This is defined by the following five steps:

- STEP 1: Eligibility, Qualifications, Experience and Competency
- STEP 2: Training Required Prior to Approval to Assess
- STEP 3: Witnessing and Approval to Assess
- STEP 4: On-going Performance Monitoring
- STEP 5: Continual Professional Development

Complaints Procedure

37. A haulier may notify the Management Committee if it believes that an assessment has not been undertaken to a standard that meets the requirements of the scheme. They should provide detailed evidence to the Scheme Administrator, who will forward their concerns to the Management Committee and a panel comprising a minimum of three representatives (including a representative from Dairy UK), none of whom has a vested interest, will determine what action, if any, needs to be taken.

38. If the Scheme Administrator is notified by a reputable source of any significant failure by a haulier to uphold the Scheme Standards, then the Scheme Administrator will seek to:
 - a. Verify the validity of the information received
 - b. Obtain a response from the haulier
 - c. Ensure the necessary action is taken by the rectification of any non-compliances
39. If the actions taken to rectify the non-compliances are not deemed to be satisfactory, the Scheme Administrator will raise any relevant issues with the Management Committee to consider a way forward.
40. If substantive evidence demonstrates a significant failure to uphold the Scheme Standards between assessments, or an unwillingness by the haulier to rectify any deficiencies, then the haulier's certificate may be suspended until such a time as a further assessment has been undertaken at the haulier's expense.
41. In all cases, any appeal or complaint will be considered by a panel comprising three members of the DTAS Management Committee (including a representative from Dairy UK), none of whom has a vested interest, and they will determine what action, if any, needs to be taken.

Certification Process

42. This section describes the certification process for hauliers renewing their certificates and for new members joining the scheme.
43. Milk purchasers running their own haulage operations would use assessors nominated by them to inspect their own haulage operations.
44. Milk purchasers running their own haulage operations, but who do not have trained assessor personnel, will be responsible for nominating an assessor from the list of approved assessors on the scheme website.
45. Hauliers contracted exclusively to one purchaser will have their depots inspected by assessors nominated by that purchaser.
46. Hauliers contracted to several purchasers will primarily be inspected by assessors nominated by the purchaser accounting for the largest share of milk volume.

However, discretion will exist to ensure that:

- the allocation of work between assessors is broadly proportionate to the total volume of milk delivered to a purchaser,
- there is an element of rotation between assessors and hauliers.

47. An assessor will not be permitted to inspect the same depot on more than two consecutive occasions during a three-year period, unless agreed by the Management Committee.
48. New scheme members must complete the process of certification for all their depots within three two months of joining the scheme.
49. It is recommended that hauliers intending to join the scheme should seek to meet standards before they join.

Timing of Visit and Choice of Assessor

50. The haulier will liaise with the assessor to agree the date of the assessment.
51. A haulier may choose to reject an assessor, when appointed by a purchaser, and request an alternate. They must notify the Scheme Administrator immediately stating the reasons why they are not prepared to accept the assessor. Acceptable reasons for doing so would include a demonstrable clash of commercial interests.
52. The Administrator will then consider whether the objection is justified. The Administrator may choose to consult the DTAS Management Committee and/or establish a complaints panel. The Administrator's decision on whether or not to appoint an alternate will be final.

Assessment Visit

53. The haulier must facilitate the visit by the assessor to all the relevant facilities.
54. Prior to the visit, the assessor must ask the haulier or Scheme Administrator which sub-depots and outbased reload sites have been visited at previous assessments so that all the haulier's sub-depots and reload sites are visited by rotation.
55. If the haulier uses sub-depots then at least one of the sub-depots must be visited. In addition, the assessor must seek to visit one outbased reload site as well if they are used by the haulier.

A depot would be the permanently manned site. A sub-depot is an operation, which may have drivers and vehicles based at the site, but is managed by a main depot and which does not have its own independent management and/or supervisory staff.

56. The assessor will use their discretion as to whether further visits to all, or any, of the sub-depots or outbased reload sites are required.
57. The assessor will endeavour to arrange to complete the inspection within a single working day, but they may take more time if they deem it to be necessary.
58. Prior to signing Part C: Confirmation of Compliance of the Certification Report, the assessor must request a copy of the previous audit report to review and discuss any recurring issues in order to ensure that corrective actions are still in place, and that non-conformances are not being repeated.

Assessing Compliance with the Standards

59. Hauliers must comply with all the standards without exception. Standards will be assessed by the assessor as either pass or fail. There is no system of grading degrees of non-conformity.

Consequences of failing to comply with Operating Protocol or Scheme Standards

60. Failure by a company to comply with any of the terms set out in the Operating Protocol, or adhere to any of the Scheme Standards, will result in the company's ongoing membership coming under review by the Management Committee.

61. If the Scheme Administrator is notified by a reputable source that a member organisation is conducting its business in such a way as to call the integrity of the scheme into disrepute, then the Scheme Administrator will seek to:

- a. Verify the validity of the information received
- b. Obtain a response from the member organisation
- c. Pass all relevant information to the Management Committee to decide what action, if any, needs to be taken.

Certification Process Following Completion of Audit

62. The decision on whether or not to certify a depot as compliant with the standards rests with the assessor.
63. If, after the assessment visit, the assessor deems the depot to be fully compliant with the standards with no non-conformances, then they will inform Dairy UK by completion of parts A and C of the Certification Report (attached as Annex 1), which should be sent within five working days of the site visit. Dairy UK will then issue a physical certificate by post to the haulier for the depot, its associated sub-depots and outbased reload sites.
64. If the depot was not compliant with all the standards then the assessor will complete parts A, B and (if applicable) C of the Certification Report, within 24 hours of the site visit, identifying those standards against which the depot failed and the reasons for doing so.

An additional, handwritten, version of the Certification Report must be completed on the day of the audit. Part B must be signed by both the assessor and the haulier, and (if applicable) Part C by the assessor, to agree to the non-compliances listed and the deadline for their rectification. A copy of this document must be retained by both parties.

65. During and after, but not before, the course of an assessment of a depot, sub-depot or outbased reload site, the assessor may use their experience to guide the DTAS member on how to manage an identified non-compliance issue and what would be a satisfactory outcome.

66. On request, assessors may provide a mentoring role, and/or pre-audit advice, and/or assistance with preparation for an audit, which may be on a commercial basis.

The assessor must declare this to the Management Committee so a decision can be taken as to whether the assessor can also carry out the subsequent audit.

67. Assessors can document recommendations during the audit where an item is compliant but a better method could be used to achieve compliance. The DTAS member has the option to take on board or ignore this guidance as they deem appropriate.
68. For an initial audit, the haulier will have 28 days from the date of the assessment visit to rectify non-conformances against any of the standards. Where appropriate, evidence of rectification will be provided to the assessor. If necessary, a re-visit by the assessor will be undertaken to ensure that non-conformances have been rectified.
69. Under exceptional circumstances a haulier may request an extension to the 28-day rectification period. Requests must be submitted in writing to the Scheme Administrator 14 days after being advised of the rectification actions required. The Scheme Administrator may choose to consult with the DTAS Management Committee before coming to a judgement on whether or not to accept the request. The Scheme Administrator's judgement will be final.
70. Once all non-conformances had been rectified, the assessor will submit the completed Certification Report to Dairy UK which:
 - sets out how deficiencies had been rectified
 - warrants Dairy UK that the depot was fully compliant with the standards
71. The Certification Report should be sent to Dairy UK within five working days of being signed off by the assessor.
72. The assessor should retain their notes of the assessment visit for at least two years.
73. Dairy UK will then issue a physical certificate by post to the haulier for the depot, its associated sub-depots and outbased reload sites. Dairy UK will issue certificates within 28 days of receipt of the relevant documentation from the assessor.
74. If non-conformances have not been rectified after 28 days to the satisfaction of the assessor, then the haulier will no longer be deemed to be certified under the scheme for the individual depot, its associated sub-depots and outbased reload sites. This will be registered with Dairy UK and a change of status will be displayed on the website. To achieve re-certification, a further full assessment visit will be required (at the haulier's own expense) and all non-conformances rectified. At the discretion of the Management Committee, the visit may be in the company of an assessor drawn from the DTAS Management Committee.

75. If the depot is not DTAS certified, it is not possible to assure the status of any product that has been produced using milk delivered by that haulier during the period the depot was not certified.

Certificate Renewal

76. When first issued the certificate will run for 365 days from the date at which the assessor signs a Certification Report to warrant that the scheme standards have been met. After 365 days the certificate will expire. The expiry date will be shown on the certificate.
77. To renew the certificate hauliers must ensure that Part C of the following year's Certification Report has been signed before the expiry date on the current certificate.
78. The 28-day rectification period cannot run over the expiry date.
79. If the assessment is undertaken 28 exactly days before the expiry date, then the haulier will have the maximum benefit of the 28-day rectification period.
80. If the assessment is undertaken less than 28 days before the expiry date, then the haulier will have a shorter period in which to rectify non-compliances.
81. In these instances, when assessments are undertaken 28 days or less before the expiry date, the expiry date for the new certificate will be the anniversary of the expiry date of the old certificate.
82. If assessments were undertaken more than 28 days before the old expiry date, the 28-day period for completion of any non-conformances still applies and does not extend to the expiry date of the current certificate. The expiry date of the new certificate will be the anniversary of the date the Certification Report is signed by the assessor. (If, however, there are no non-conformances, and the Certification Report can be signed off on the date of the assessment, then the haulier may request that the expiry date of the new certificate runs from 28 days from the assessment).
83. In special circumstances when it is not possible for the assessment to be undertaken before the expiry date of the old certificate, such as key personnel not being available due to sickness, an application may be made to the Scheme Administrator, for approval by the Management Committee, for an extension to be granted to the expiry date of the old certificate.

Under these circumstances, when the Certification Report has been signed by the assessor, the expiry date of the new certificate will be the anniversary of the expiry date of the old certificate.

84. The status of each depot will be shown on the website, whereby:

- Green indicates that it is more than six weeks until the current certificate expires
- Amber indicates that it is less than six weeks until the current certificate expires
- Red indicates that the current certificate has expired
- Black indicates that the depot is awaiting its first assessment.

Notification of a Significant Change in Operations

85. If a depot is subject to a significant change of operations, e.g.

- Changing from secondary to primary
- Installation of a CIP operation
- Collection of milk fractions

It must notify the Scheme Administrator of the relevant change.

Relocation of Depot: Status of Certification

86. If a depot relocates to another site, transferring to the new site with all the existing site management, operational procedures and driver pool, then the new site will be deemed to be provisionally certified as DTAS compliant for three months from the start of operations. However, within ~~three~~ **two** months a new full assessment must be undertaken and a new certificate obtained according to the procedure defined above.

87. In special circumstances certificates can be extended prior to a move on application to the Scheme Administrator.

Change of Ownership of Depot: Status of Certification

88. Prior to a change of ownership, and where a depot retains the existing site management, operational procedures and driver pool, then a request may be made to the Management Committee for there to be no need to re-audit until the expiration date of the current certificate.

If no such request is recorded then the depot will have to be audited within ~~three~~ **two** months of a change of ownership.

Appeals Process

89. A haulier may appeal to the DTAS Management Committee if it feels that either the certification has been unfairly withheld by an assessor, or that the assessor had unfairly refused to accept that appropriate rectification action had been undertaken.
90. The Haulier will have three working days following the assessment visit or the decision by the assessor on rectification evidence to notify the Scheme Administrator of their intention to appeal. The haulier will then have ten working days to submit evidence. The Management Committee will advise the haulier within ten working days of the timescale over which the appeal will be considered.
91. The Haulier will provide detailed evidence to the Scheme Administrator why it believed:
 - the judgement by the assessor against each individual standard on which the depot was failed was unfair, or
 - that the rectification action was sufficient
92. Evidence will be submitted formally in writing (including e-mail) to the Scheme Administrator.
93. Hauliers will not submit trivial or vexatious appeals.
94. An appeals panel will be constituted by a minimum of three members of the DTAS Management Committee (including a representative from Dairy UK). The members of the appeal panel will not include either the milk purchaser or the assessor but they could be represented at the appeal
95. The appeals panel will rapidly seek to review relevant evidence to come to a judgement on whether or not to withhold certification. The decision by the appeals panel will be final.

Random Audits

A schedule of Random Audits is arranged by the DTAS Management Committee to monitor the performance of individual assessors. The depot selection criteria for Random Audits and the authorisation of the Random Auditor, are detailed in the DTAS Random / Verification Audits Guidelines and Procedures document (Annex 4).

Verification Audits

The second assessment of a DTAS trainee assessor will be subject to a Verification Audit and these will be held as required in addition to the (minimum of) four Random Audits that are arranged each year. The selection of the Verification Auditor, and the Verification Audit process, are detailed in the DTAS Random / Verification Audits Guidelines and Procedures document (Annex 4).

Scheme Database

96. A central database of assessment visits will be maintained by Dairy UK. Data supplied to Dairy UK will consist of the Certification Reports completed by the assessor, providing details of:
- the date of the audit
 - the name of shadow auditor (if any)
 - details of any sub-depots and/or outbased sites included in the audit
 - an overall summary of the audit
 - details of any non-compliances and the actions taken to rectify them within 28 days of the audit
 - confirmation that the depot is fully compliant
97. The information that will be made available to all members for all depots, their associated sub-depots and outbased reload sites will be the name of the depot and the expiry date for the certificate.
98. With the exception of individual appeals, Random and Verification Audits, all the information collected by Dairy UK on non-conformances against individual standards will remain confidential and only aggregate management information will be passed to the DTAS Management Committee.
99. It will be a contractual matter if the haulier wished to share a copy of the assessor's report with their milk purchasers.

Standards Review Process

100. The scheme standards will be reviewed by the DTAS Management Committee on an annual basis accompanied by a consultation process (pre and post review). Queries and suggestions will be compiled by Dairy UK. The review will be initiated in October each year with revised standards notified to scheme members in January/February for implementation following ratification at the Annual Conference.
101. If, however, a situation arises whereby a change in the standards is required between the annual reviews, such as a change in legislation which sets a short deadline for compliance, then the appropriate update to the standards may be made, providing that all members and assessors are notified that the change(s) are going to be made, and the revised standards will be circulated to all members and assessors and loaded onto the website.

Costs

102. The DTAS Management Committee will determine a membership fee. The level of the fee will be reviewed on an annual basis. The fee will be commensurate with the cost of operating the scheme.
103. All subscriptions must be paid within a maximum period of three months of the invoice date. The Management Committee shall be informed of any companies that fail to achieve this to determine what action, if any, should be taken.
104. In recognition of the time and commitment given by Dairy UK members in the development of the standards, non-Dairy UK members will be charged a higher fee.

Use of DTAS Logo

105. All Full Members of DTAS are entitled to use the DTAS logo either electronically or on paperwork, signage, vehicle livery or by any other means to demonstrate their membership of the Scheme. Associate Members, however, must obtain the express permission of the Management Committee should they wish to display the logo.

Scheme Registration

106. To register for membership of the scheme please request an application form by emailing Ian Wakeling at iwakeling@dairyuk.org or phoning 020 7025 0545.

The information supplied will be used to calculate membership fees and an invoice will be sent to the individual named as responsible for implementation of the DTAS standards.



DTAS Certification Report 2021–22

PART A: SUMMARY

Name of haulier:
Haulier depot:
Haulier representative:
Email address of haulier contact:
Name of auditor:
Date of audit:
Name of shadow auditor (if any):
Primary customer on haulier site:
Contact details for primary customer:

Associated Sub-Depot(s) (Name and Post Code):
Sub-Depot(s) Audited:
Outbased Reload Sites, including lay-bys (Name and Post Code):
Outbased Reload Site(s) Audited:

Overall summary of audit:

PART B: NON-COMPLIANCE REPORT

DTAS Standard Number	Detail of non-compliance	Corrective action required - can be photograph, documentary evidence or revisit.	Evidence of action taken

Completion date for N/C's or date of expiry of the current certificate (whichever is the sooner):

I understand that any non-conformances must be completed within 28 days of the audit date. Failure to do so may affect the continuing assured status of the haulier site.

Signed by Haulier _____

Signed by Auditor _____

Date:

PART C: CONFIRMATION OF COMPLIANCE

I warrant that adequate evidence has been provided to demonstrate that [_____] depot, its associated sub-depots and outbased reload sites are now fully compliant with the requirements of DTAS and can be certified as such.

Signature: _____

Date form signed: _____

Please email form **on completion of Part C** to iwakeling@dairyuk.org or post to Ian Wakeling, Dairy UK, 6th Floor, 210 High Holborn, London WC1V 7EP

N.B. An additional, handwritten, version of the Certification Report must be completed on the day of the audit. Part B must be signed by both the assessor and the haulier, to agree to the non-compliances listed and the deadline for their rectification, and (if applicable) Part C can be signed by the auditor. A copy of the (signed) handwritten document must be retained by both parties.



DTAS Assessor Criteria

Recruiting, Training & Performance Monitoring

This document sets out the DTAS criteria for the recruiting, training and performance management of assessors undertaking DTAS assessments. This is defined by the following five steps:

- STEP 1: Eligibility, Qualifications, Experience and Competency
- STEP 2: Training Required Prior to Approval to Assess
- STEP 3: Witnessing and Approval to Assess
- STEP 4: On-going Performance Monitoring
- STEP 5: Continued Professional Development

All assessors must be approved by the DTAS Management Committee and a list of them is posted on the DTAS website.

STEP 1: Eligibility, Qualifications, Experience and Competency

The following eligibility, qualifications, experience and competencies are required of all DTAS Assessors being recruited.

Eligibility

Eligible individuals may include:

- Employees of the purchaser who should not be directly involved in the day to day running / management of the haulage operation
As of April 2017, first purchaser owned haulage operations must not assess their own sites in consecutive years with assessors employed by their company
- Self-employed persons or consultants
- Employees of the haulier can become accredited assessors but are prevented from assessing their own company sites
- An independent assessor is one that offers an audit or assessment as a fee-paying service. An independent assessor can be affiliated with a haulage company and/or First Purchaser but must comply with the rules of the protocol i.e. cannot audit their own company sites other than for self-assessment purposes.

NB: All assessors must have no conflict of interest that could affect their judgement during an assessment

Qualifications

Formal qualification which is equivalent to NVQ Level 3 in a related subject e.g. logistics, quality management or dairy related

AND / OR

Experience

Ideally, individuals should have a background in milk haulage operations through having worked in a milk collection or processing operation, where they have had accountability for assessing the quality and safety of raw milk or processing. Some experience of auditing / assessing to specified standards would also be helpful but not essential.

Competency (Core Skills / Critical Success Factors)

- The ability to communicate with and engage with both the dairy transport community and colleagues in a confident and patient manner whilst ensuring understanding
- Enthusiastic and energetic with a keen eye for detail and a passion to improve standards
- Ability to manage conflict / difficult situations
- Able to manage own time, work planning and organisation meet deadlines
- Able to produce accurate, precise, robust and informative reports
- General IT skills

STEP 2: Training Required Prior to Approval to Assess

All Trainee Assessors are required to attend an approved DTAS Assessor Training Course (2 days), which is delivered by a DTAS approved trainer. Training courses will be made available depending on demand.

Day One – Classroom Training

- Classroom based at haulier depot
- Work through all standards
- Participants would be advised to undertake “homework” prior to the course in order to familiarise themselves with the DTAS Standards

Day Two – Practice Assessment

- Consecutive to Day One
- Practical depot-based session
- Day concludes with sitting a theory exam (closed book) and an appropriate pass mark must be achieved in order to progress

STEP 3: Witnessing and Approval to Assess

The following sets out the approval process that trainee assessors must go through before they achieve DTAS Approved status.

- Ideally, the trainee should observe a DTAS Visit by an experienced assessor before attempting to undertake their Witnessed Assessment
- The trainee’s first DTAS Visit should be witnessed by a Witness Assessor approved by the DTAS Management Committee, as determined by the DTAS Witness Assessor Protocol (in the appendix)
- This visit would count as an official DTAS Visit subject to the final approval of the Witness Assessor
- The Witness Assessor must be independent of both the assessor being audited, and the depot being visited. In this instance, independence is defined as not being employed by the same organisation as either the assessor or the depot, and having no other vested interest in either entity.

- The Witness Assessor should be an established and experienced DTAS Assessor and considered by the DTAS Management Committee to possess the necessary skills to not only complete a thorough and robust assessment, but also to submit a sufficiently detailed report to the Management Committee.
- This Witnessed Assessment needs to be completed within 6 months following the initial training course unless an extension is granted by the Management Committee
- The Witness Assessor observes and verifies the final decision of the trainee assessor
- In this case, the Witness Assessor's decision is final, albeit hopefully to verify the trainee's decision
- The Witness Assessor can provide feedback to the trainee but only after completion of the full assessment
- Such feedback should include core skills such as:
 - pre-assessment preparation
 - opening meeting
 - closing meeting
 - thoroughness of site inspection
 - observational skills
 - thoroughness of documentation review
 - clarity of what the non-conformances are
 - questioning techniques
 - knowledge of DTAS standards
 - observational evidence gathering
 - managing difficult discussions
- The Witness Assessor formally advises DTAS of the outcome of this Witnessed Assessment both in terms of the status of the depot, via the DTAS Certification Summary Report, and feedback on the trainee, via the DTAS Assessor Evaluation Report (Annex 3).
- The second DTAS visit of the trainee assessor will be subject to a Verification Audit.
- DTAS Management Committee reviews feedback from both the DTAS Assessor Evaluation Report and the Random Audit / Verification report, and then confirm (or otherwise) the approved status of the new assessor. The decision of the Management Committee will be final.

STEP 4: On-going Performance Monitoring

In order to maintain their approved status, DTAS Assessors are required to comply with the following criteria as detailed in the DTAS Operating Protocol:

Minimum Qualifying Visits

To retain their status assessors must undertake at least one DTAS Visit against the scheme standards over one year defined as from April to March.

Shadow Assessments

Those companies employing more than one active assessor would be required to ensure that each assessor should undertake at least one shadow assessment with another assessor during the course of a year. The shadow assessment would be undertaken during an ordinary DTAS Visit to a depot. One assessor would undertake the role of observer, whilst the other would take the lead during the visit. The lead assessor would be responsible for all assessment decisions and their decisions on standards compliance and certification would be final. The observer would not attempt to alter the outcome of the assessment. In the following year shadow assessment should be arranged between different assessors and ideally with the roles reversed. The shadow assessment would be recorded in the certification report.

Random Audits

A schedule of Random Audits is arranged by the DTAS Management Committee to monitor the performance of individual assessors - these are separate from any required under the new assessor validation process. The depot selection criteria for Random Audits and the authorisation of the Random Auditor, are detailed in the DTAS Random Audits Guidelines and Procedures document (Annex 4).

Non-Conformance Analysis

In order to ensure a consistent approach is being maintained across all assessors, the output of individual assessors (in terms of the types and number of non-conformances they raise, and how frequently) is monitored by the DTAS administration, and may be compared against others to ascertain whether any refresher training should be undertaken.

Refresher Training

Assessors must complete any refreshment training required by the DTAS Management Committee following on-going performance monitoring.

Revoking Assessor Status

The assessment process must ensure that the standards are being correctly applied and each assessment completed is fair and accurate. Assessors may, therefore, have their approved status revoked by the DTAS Management Committee if:

- They fail to meet the training requirements of the scheme
- They fail to meet the on-going performance monitoring requirements of the scheme
- They fail to uphold the integrity of the scheme
- They bring the scheme into disrepute

Assessors may appeal against the loss of status. An appeal will be considered by a panel comprising a minimum of three members of the DTAS Management Committee (including a representative from Dairy UK), none of whom has a vested interest

STEP 5: Continual Professional Development

In order to maintain their approved status, DTAS Assessors undertaking two or more assessments a year must attend an annual Continual Professional Development (CPD) training event, or a similar activity as instructed and approved by the DTAS Management Committee (this could include, for example, a formal examination, webinar or workbook etc.). Assessors undertaking only one assessment per year will be required to attend the training event at least once every two years.

Such CPD may include:

- New or revised DTAS Standards
- New or revised DTAS Protocols
- New legislation
- Skill and knowledge gaps identified in assessors
- Training in assessment skills
- Training in technical subjects related to the milk transport operation

When important changes are introduced via such CPD, e.g. new or revised standards, it is essential that all assessors demonstrate correct understanding. Consequently, subsequent to such CPD, assessors will be required to undertake an evaluation, as appropriate to the circumstances, for example a test. Successfully completing such an evaluation is a prerequisite to maintaining DTAS Assessor registration status.



DTAS Assessor Evaluation Report

PART A: SUMMARY

Trainee Assessor's Name:	
Witness Assessor's Name:	
Name of haulier:	
Haulier depot:	
Date of audit:	
Start Time:	
End Time:	

PART B: MANAGING THE ASSESSMENT PROCESS

<p>ASSESSMENT PREPARATION WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Appointment made in good time • Haulier notified of witnessed assessment • Correct PPE worn • Assessor smart in appearance • Correct paperwork is used 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
<p>INTRODUCTION / OPENING MEETING WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Explains to haulier representative the process of assessment, what they will want to look at and who they will want to speak to • Explains certification process including implications of non-conformances • Explains confidentiality of assessment • Asks haulier representative if they have any questions before starting. 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>

COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
CLOSING MEETING WHAT GREEN LOOKS LIKE: <ul style="list-style-type: none"> Provides constructive and meaningful feedback to the haulier representative upon completion of the audit Explains to haulier representative any non-conformances and agrees upon appropriate evidence of completion of corrective actions Explains the certification process including the management and closure of any non-conformances 	SCORE Green (Good) Amber (Improvement needed) Red (Unacceptable):
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
ADMINISTRATION, REPORTS AND CLOSURE OF ANY NON-CONFORMANCES SUBSEQUENT TO THE AUDIT WHAT GREEN LOOKS LIKE: <ul style="list-style-type: none"> Effective communication with the haulier representative subsequent to completion of the audit to ensure effective closure of any non-conformances Comprehensive, accurate, correct and appropriate completion of the DTAS Certification Report Timely submission of the DTAS Certification Report to the DTAS Administrator 	SCORE Green (Good) Amber (Improvement needed) Red (Unacceptable):
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	

PART C: ASSESSMENT TECHNIQUE

<p>LEADING / MANAGING THE ASSESSMENT WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Sets out what needs to be seen (i.e. is not led by the haulier representative) • Is not diverted away from any areas by the haulier representative • Comprehensive assessment of the site, tankers, office and resources 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	
<p>USE OF OPEN / CLOSED QUESTIONS WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Effectively uses open questions to establish facts • Does not ask closed questions and then not get to the detail / facts 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	
<p>USE OF AUDIT TRAILS WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Uses audit trails effectively to verify systems in place • Seeks to verify what they have been told by using detailed analysis and assimilation of facts from various system paperwork and interviews of staff across the site • Uses conversational style and puts staff at ease 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	

<p>TALKING TO STAFF WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Talks to staff to understand what they do rather than be told by the member what they are supposed to do • Verifies staff are demonstrably competent requesting they show and tell how they undertake their duties 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	
<p>ENSURING UNDERSTANDING THROUGHOUT ASSESSMENT WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Uses conversational style and puts haulier representative and staff at ease in order to get to the facts • Points out non-conformances as they arise and explains the importance of the relevant standard to member 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	

PART D: STANDARDS ASSESSMENT

<p>GENERAL MANAGEMENT (Section A) WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Gains an understanding of the operation and management of the operation through observation and effective questioning • Establishes whether there are any associated sub-depots / outbased reload sites, sub-contractors • Establishes all sites where CIP of tankers is undertaken and inspect any on-site CIP (including sub-depots) • Where CIP is undertaken by dairy sites and/or third-party CIP providers, obtain evidence of compliance with the Dairy UK Tanker Cleaning Code of Practice. • Familiarise themselves with the depot and any associated sub-depots • Uses audit trails to verify they have the necessary records and check that all such records are current and applicable • Assessment of procedures to ensure their effectiveness and compliance with the DTAS Standards • Effective validation of the correct implementation of procedures by relevant personnel as detailed e.g. in the Drivers' Handbook, through observation and effective questioning 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>
<p>COMMENTS:</p>	
<p>ACTION PLAN FOR IMPROVEMENT:</p>	
<p>TIMESCALE:</p>	
<p>PERSONNEL AND TRAINING (Section B) WHAT GREEN LOOKS LIKE:</p> <ul style="list-style-type: none"> • Uses audit trails to verify that personnel (including non-directly employed personnel) have received the necessary training and are demonstrably competent to undertake their roles • Ensure presence and effectiveness of health screening procedures through questioning and observation, with particular emphasis upon the action taken in the event of a concerning screening 	<p>SCORE</p> <p>Green (Good)</p> <p>Amber (Improvement needed)</p> <p>Red (Unacceptable):</p>

COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
FLEET AND EQUIPMENT (Section C) WHAT GREEN LOOKS LIKE: <ul style="list-style-type: none"> • Thorough assessment of tankers both externally and internally through observation and inspection • Ensuring calibration procedures of flowmeters, handheld temperature probes and inline temperature probes (where they are in use) are in place, effective and complied with, through questioning and audit trails • Identification of potential contamination issues and the implementation of effective procedures to manage and minimise such risks • Ensure effective identification and inventory of tankers through observation and audit trails • Establish that procedures for management of tankers entering the fleet are in place, effective and are implemented 	SCORE Green (Good) Amber (Improvement needed) Red (Unacceptable):
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
MILK QUALITY, HYGIENE AND SECURITY (Section D) WHAT GREEN LOOKS LIKE: <ul style="list-style-type: none"> • Ensuring that effective and robust procedures are in place to ensure acceptable tanker hygiene through questioning, observation and audit trails • Confirm that effective sample management procedures are being implemented • Establish whether specialist milks and / or milk fractions are transported and if so ensure that robust procedures are in place to ensure effective segregation and prevent contamination 	SCORE Green (Good) Amber (Improvement needed) Red (Unacceptable):

<ul style="list-style-type: none"> Ensure that robust security measures are being implemented and systems are in place to check effectiveness e.g. simulated security breaches 	
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	
OUTBASED RELOAD SITES (Section E) WHAT GREEN LOOKS LIKE: <ul style="list-style-type: none"> Establish whether outbased reload sites, roadside farm collection and /or lay-bys are being used and, if so, correctly identify all such sites and select at least one outbased reload site for a visit Inspection of risk assessments for all above sites as applicable If applicable, visit at least one outbased reload site and assess its suitability and adherence to correct procedures and DTAS Standards 	SCORE Green (Good) Amber (Improvement needed) Red (Unacceptable):
COMMENTS:	
ACTION PLAN FOR IMPROVEMENT:	
TIMESCALE:	

PART E: OVERALL PERFORMANCE & RECOMMENDATION

OVERALL PERFORMANCE & RECOMMENDATION (GREEN/AMBER/RED):

NB: a performance rating of green can only be achieved if green is achieved in every section above

WITNESS ASSESSOR'S COMMENTS:

TRAINEE ASSESSOR'S COMMENTS: (optional)

Signed by Witness Assessor

Signed by Trainee Assessor

Date:

*Please email form **on completion** to iwakeling@dairyuk.org
or post to Ian Wakeling, Dairy UK, 6th Floor, 210 High Holborn, London WC1V 7EP*



DTAS Random / Verification Audits

Guidelines and Procedures

A Random Audit is a full DTAS visit undertaken at a haulage depot which has recently been assessed and issued with a DTAS Certificate. The Random Audit seeks to validate the initial visit by seeking any non-compliances and establish whether these could have changed since the date of the original DTAS visit or whether they were likely to have been non-compliant at that visit. A minimum of four such Random Audits are arranged annually, ideally with one in each quarter. This number will be reviewed depending on the outcome of the Random Audits undertaken. Additional Verification Audits will be held as required as part of the new assessor approval process.

The primary objective of the Random / Verification Audit is to ensure consistent application of the standards by assessors, but the Random / Verification Audit inevitably, however, also monitors ongoing compliance of the selected depot. In order to recognise the inconvenience imposed upon the haulier selected for such a Random / Verification Audit, there is limited recognition of this via revising the expiry date when the next scheduled DTAS visit becomes due, to reflect twelve months from the date of the sign-off of the Random/ Verification Audit.

Selection of Depot for Random Audit

1. The DTAS Management Committee are responsible for selecting the depot for Random Audit. In practice this may be delegated to the DTAS Scheme Administrator.
2. In the event of a Verification Audit being undertaken as part of the New Assessor approval process, the depot will be that audited by the trainee assessor for their first unsupervised audit.
3. Depot selection for the (minimum of) four standard Random Audits undertaken each year is based entirely upon the DTAS Assessor undertaking the most recent visit. The most active assessors are selected first. This is defined by the number of DTAS visits undertaken in the latest year, and is limited only to those assessors who are currently registered. Those assessors who have already been subject to a Random Audit are excluded from this selection process at this stage. This continues until all assessors have been subject to a Random Audit when the process would start again. This initial selection is probably best undertaken at the start of the administration year (April to March) based upon the previous year's history of DTAS visits completed.
4. Once the assessors have been selected, a minimum of one depot per quarter is then selected for Random Audit. This depot should have been assessed by the selected assessor within the previous 10 weeks, and where possible a depot should not be selected for such a Random Audit if previously selected, although it is recognised, that as time passes, it is inevitable that this may not always be possible.
5. It is a requirement of scheme membership for hauliers to make depots available for Random / Verification Audits.

Selection of Random / Verification Auditor

6. The DTAS Management Committee are responsible for selecting Random / Verification Auditors. In practice this may be delegated to the DTAS Scheme Administrator.
7. The auditor selected may be different for each of the (minimum of) four annual Random Audits.
8. The auditor must be independent of both the assessor being audited, and the depot being visited. In this instance, independence is defined as not being employed by the same organisation as either the assessor or the depot, and having no other vested interest in either entity.
9. The auditor should be an established and experienced DTAS Assessor and considered by the DTAS Management Committee to possess the necessary skills to not only complete a thorough and probing audit, but also to submit a sufficiently detailed report to the Management Committee.
10. All costs incurred in commissioning such an auditor will be paid by Dairy UK using DTAS funds, and not charged to either the assessor or the depot.

The Random / Verification Audit

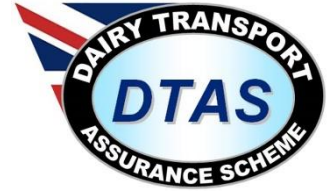
11. Once selected and notified, the auditor is responsible for making the necessary arrangements with the depot for the visit. This should be undertaken within 10 weeks of the initial visit unless agreed otherwise with the Management Committee.
12. The audit is conducted along the same lines as a normal DTAS visit, and needs to include not only the depot but also any associated sub-depots and / or outbased reload sites visited by the initial assessor.
13. The auditor is required to investigate any non-compliances identified, or any circumstances which could have changed since the initial visit. Such investigation needs to establish whether such non-compliances were likely to have been non-compliant at the time of the initial visit, and also to ascertain whether any changes identified, could have a bearing upon the initial assessment.
14. Feedback needs to be provided to the haulier in exactly the same way as at a routine visit, with any non-compliances clearly reported, and ensuring that the haulier is aware of the need to rectify such non-compliances in line with normal protocol.

Random / Verification Audit Reporting

15. The auditor completes a DTAS Certification Report (Annex 1) in exactly the same way as for a routine visit. As with a routine visit, this completed report is forwarded to both the haulier and the DTAS Scheme Administrator.
16. The auditor also completes a DTAS Random / Verification Audit Report (Annex 5) which is forwarded to the DTAS Scheme Administrator.
17. The DTAS Scheme Administrator makes the Random/ Verification Audit Report available to the Management Committee.

Random / Verification Audit Outcomes and Monitoring

18. The DTAS Management Committee are responsible for reviewing the Random / Verification Audit Report and ensuring that appropriate action is taken following an unsatisfactory Random / Verification Audit or where concerns have been raised by the auditor. Such actions, could include limited or full retraining, shadowed assessments or potentially suspension of the assessor.
19. Feedback should be reported to the assessor.
20. Records of the entire Random / Verification Audit process are to be made and retained by the DTAS Scheme Administrator.
21. The auditor is responsible to ensure that if any non-compliances were identified during the Random / Verification Audit, the normal protocols applicable to a routine visit apply with any such non-compliances needing to be closed off within 28 days of the Random / Verification Audit.
22. The depot subjected to the Random / Verification Audit have their DTAS certificate expiry date extended to twelve months after the Random / Verification Audit date or the date upon which any non-compliances have been closed off.



DTAS Random* / Verification* Audit Report 2021 – 22

(Please delete as appropriate)*

PART A: SUMMARY

Name of haulier:
Haulier depot:
Haulier representative:
Email address of haulier contact:
Name of Auditor:
Date of Audit:
Name of initial assessor:
Date of initial visit:
Primary customer on haulier site:
Contact details for primary customer:

Associated Sub-Depot(s) (Name and Post Code):
Sub-Depot(s) Audited:
Outbased Reload Sites, including lay-bys (Name and Post Code):
Outbased Reload Site(s) Audited:

Overall summary of audit:

PART B: NON-COMPLIANCE REPORT

DTAS Standard Number	Detail of non-compliance	Corrective action required - can be photograph, documentary evidence or revisit.	Evidence of action taken

Completion date for N/C's:

I understand that any non-conformances must be completed within 28 days of the audit date. Failure to do so may affect the continuing assured status of the haulier site.

Signed by Haulier _____

Signed by Auditor _____

Date:

PART C: CONFIRMATION OF COMPLIANCE

I warrant that adequate evidence has been provided to demonstrate that [_____] depot, its associated sub-depots and outbased reload sites are now fully compliant with the requirements of DTAS and can be certified as such.

Signature: _____

Date form signed: _____

Please email form **on completion of Part C** to iwakeling@dairyuk.org
or post to Ian Wakeling, Dairy UK, 6th Floor, 210 High Holborn, London WC1V 7EP

PART D: RANDOM / VERIFICATION AUDIT SUMMARY

Detail of non-compliance

	N/C's which <u>could</u> have changed since initial visit	N/C's which <u>could not</u> have changed since initial visit
Nearly compliant	1.	1.
Definitely non-compliant	1.	1.

Auditor's comments on initial assessment:

Auditor's recommendations:

Comments/action taken by the Management Committee following review by the DTAS Management Committee

N.B. An additional, handwritten, version of the Random / Verification Audit Report must be completed on the day of the audit. Part B must be signed by both the assessor and the haulier, to agree to the non-compliances listed and the deadline for their rectification, and (if applicable) Part C can be signed by the auditor. A copy of the (signed) handwritten document must be retained by both parties.