

Operational & Security Management Plan

**Development Application
4-6 Bligh Street Sydney – Prepared 10 December 2022**



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1 INTRODUCTION

1.1 PURPOSE

This Operational and Security Management Plan (OSMP) has been prepared to accompany the proposed Development Application for 4-6 Bligh Street, Sydney.

This plan serves to establish performance criteria for various aspects of the Hotel operations and the requirements for the Development Application including addressing the Environmental Planning and Assessment Act 1979 and the Liquor Act 2007 requirements. This will include performance criteria/management plan of the Hotel regarding impacts of late-night trading premises on the site and neighborhoods in which they are located, and to protect the amenity of existing residential properties. This report will encompass a proposed Security Management Plan to address the above issues.

1.2 SCOPE OF THE REPORT

The scope of this report is to identify a Plan of Management and Security Management Plan for the 4-6 Bligh Street, Sydney development.

The key areas of this OSMP report will include;

1.2.1 PLAN OF MANAGEMENT

- The location and context of the premises, including proximity to residential and other sensitive land uses and other late-night trading premises
- The specific nature of the facilities and the proposed hours of operation – including daytime
- The existing hours of operation of surrounding business uses
- Amenities (the size and patron capacity) including noise mitigation
- Waste management including deliveries and waste collection
- Cleaning
- Signage
- First Aid facilities
- Occupational Health and Safety
- The accessibility and frequency of public transport during late night trading hours

1.2.2 SECURITY MANAGEMENT PLAN

- Responsible serving of Alcohol
- Illegal Drugs (Management on site)
- Public Transport Awareness
- Standard Procedures including:
 - Door policy and dress codes
 - Incident register and complaints
 - Building occupancy
 - Security / patron intervention/ crowd control procedures
 - Hold up procedure and policy
 - Money handling and Cash movement
 - CCTV / Surveillance

- Evacuation and Emergency Management Plan
- Training

1.3 SITE LOCATION

The site is located on 4-6 Bligh Street, Sydney (refer to Figure 1). This land is formally described as Lot 1 DP 1244245 with a total area of 1,218 m².

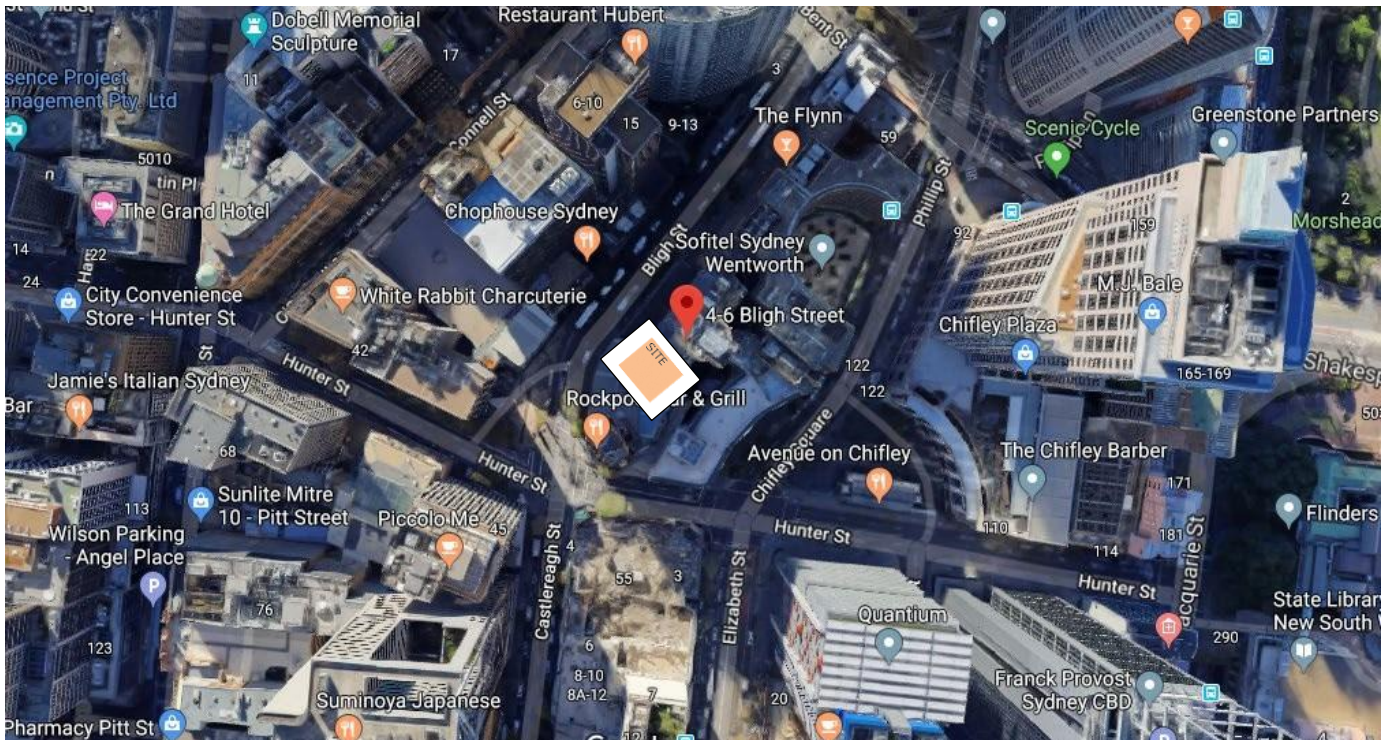


Figure 1 – Site Location

1.4 DEVELOPMENT DETAILS

The proposed development is a 59-storey tower, including a 12-storey podium and five levels of underground basement. Lobby spaces are proposed at ground level, above which there are conference facilities, eight levels of commercial floor space and co-working facilities, and hotel amenities including a pool and gymnasium at level 12. The tower of the development contains hotel common spaces and guestrooms. The distribution of the spaces can be seen in the reference design submitted with the state significant development application, consisting of the following floor plans:

- Five basement levels accommodating a substation, rainwater tank, hotel back of house, plant and services. A porte cochere and four service bays will be provided on basement level 1
- A 12-storey podium accommodating hotel concierge and arrival at ground level, conference facilities, eight levels of commercial floor space and co-working facilities, and hotel amenities including a pool and gymnasium at level 12
- 42 tower levels of hotel facilities including 417 hotel keys comprising standard rooms, suites and a penthouse
- Two tower levels accommodating restaurant, bar, back of house and a landscaped terrace at level 57
- Plant, servicing and BMU at level 59 and rooftop

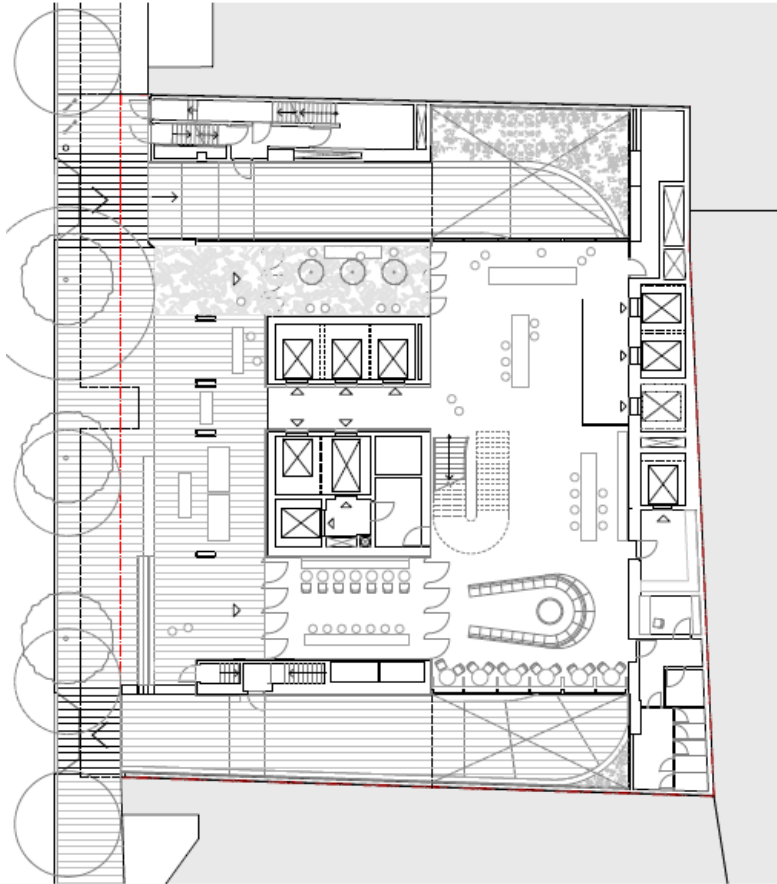


Figure 2 - Site Plan

1.5 ADJACENT PREMISES & AREA ACTIVATION

The proposed 4-6 Bligh Street development and premises use is consistent with the surrounding site uses and would not contribute to any adverse impacts on the operation of surrounding uses. The site is surrounded by a number of entertainment and hotel buildings including:

- Sofitel Wentworth – adjoining property
- 01 Chifley Square, ANZ Bank Australia – adjoining property
- 10 Bligh St, City Mutual Building – adjoining property

1.6 PREMISES HOURS OF OPERATION

The 4-6 Bligh Street development will operate primarily on the offering of short-term hotel accommodation as well as several ancillary facilities including restaurants, bars and amenities as detailed below:

- 24-hour hotel reception check-in desk and lobby lounge area
- Hotel lounge bar – ground floor
- Hotel restaurant – level 57
- Hotel rooftop bar

The specific hours of operation throughout the complex are proposed as follows:

- Hotel Trading – 24 hours per day, 7 days per week
- All Day Dining Restaurant – 6.00 am till midnight, 7 days per week
- Lobby Lounge Bar – 7am till 1am, 7 days per week
- Rooftop Bar – 7am till 2am, 7 days per week
- Function facility – 24 hours per day, 7 days per week

1.7 PATRONAGE CAPACITY

The maximum patronage proposed for the building is as follows:

TABLE 1 – HOTEL AND VENUE PATRONAGE

Areas	Capacity	Staffing	Total
Hotel Guests	800		
Hotel Lobby Lounge/Bar – Ground Floor	70		
Hotel all day dining restaurant – level 57	140		
Function – level 1	350		
Meeting room – level 2	65		
Hotel Rooftop Bar & Private Dining	70		
Basement Area Hotel Back of House	TBA		
Totals	1495	200	1695

2 PLAN OF MANAGEMENT

2.1 NEIGHBOURHOOD AMENITY

At all times, management shall consider the amenity of its neighbours and where possible shall take measures to ensure that there is no adverse impact on the surrounding area.

Management will take all measures to ensure that the behaviour of patrons and staff when entering or leaving the premises does not detrimentally affect the amenity of the neighbourhood.

2.2 OPERATIONAL NOISE

The premises will be operated in accordance with noise conditions imposed by local authority as part of any development approval as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with Council's requirements, the Protection of the Environment (Operations) Act 1997 and NSW Office of Liquor and Gaming.

Key management initiatives to minimise the impact of noise as part of this OMP during after-hours trading include;

- Patrons are to be encouraged to enter and leave the premises in a quiet and orderly manner and to consider neighbours when leaving the premises during evening trade periods
- Staff will regularly patrol the entrance to the premises to ensure that no excessive noise is created
- Installation of noise locks on doors to the terraces / balconies which can be used at night if required
- Noise limiting applications on external sound systems and equipment
- Staff will inform patrons of available local transport to minimise noise and loitering during evening trade hours
- Signage requesting patrons when leaving the premise respect the quiet enjoyment of the neighbourhood, shall be displayed at appropriate locations within the complex
- Music will not be allowed in the bar terrace unless the space is completely enclosed. Noting, that music can be played within the indoor areas and may be heard from the terrace. Where noise complaints are received, hotel management will close the operable roof to the bar terrace
- The Bar terrace will incorporate sound absorptive finishes in the space, such as soft furniture etc

2.3 WASTE MANAGEMENT

A waste management plan has been prepared for the development with the emphasis being on waste minimisation. Management principles are to encourage the most efficient use of resources, to reduce environmental harm, and to provide for the continual reduction of waste generation in line with the principles of ecological sustainable design (ESD).

Key initiatives include:

- The establishment of at source segregation through waste management practices including consideration for:
 - Glass
 - Co-mingled recyclables
 - Paper and cardboard
 - Soft Plastics
 - Cooking oil
 - Residual materials
- Methodologies for the sorting, separating and storage of waste as well as transporting and disposing of waste
- Training and induction for all staff and contractors on the site

2.4 WASTE STORAGE AREAS

Waste storage requirements and management practices for common waste storage areas are as a minimum in accordance with City of Sydney Waste policy. Waste Storage will be provided in the basement for the hotel and food and beverage within the building.

All waste storage rooms will be designed according to the provisions stipulated by the City of Sydney Waste Policy.

2.5 WASTE STORAGE

Recyclables and general waste will be collected and stored in colour coded bins to ensure waste streams are not inadvertently mixed. All waste storage areas and bins will be provided with clear labels and directions for use in order to maximise appropriate separation of waste streams and enhance environmental outcomes.

2.6 WASTE COLLECTION

Waste collection services for each waste stream will be provided by appropriate licensed contractors. Written evidence will be provided and held on site at all times of a valid and current contractor with a licensed collector for waste and recycling collection and disposal.

Hotel staff will be responsible for overseeing the waste management systems. The staff will be trained and informed about their responsibility to work closely with the private service provider and City of Sydney regarding the schedule for collection and presentation of bins. The staff member will be responsible for maintaining the bin store in a clean and tidy condition at all times and ensuring bins are washed regularly.

Waste collection frequency from the basement is summarised as follows for the various waste streams. The frequency of waste collection may change subject to stakeholder preferences/capability, bin sizes, and numbers.

TABLE 2 – PROPOSED WASTE COLLECTION FREQUENCY

Waste Stream	Collection Frequency	Licensed Collector
Hotel general waste	3/week	Private contractor
Hotel recycling waste	3/week	Private contractor
Metal waste	As necessary	Private contractor
Electronic waste	Collection scheduled as necessary	E-waste collector
Hard rubbish	Collection scheduled as necessary	Private contractor (as required)

2.7 WASTE AMENITY

Management systems and constructed elements of the development will be designed so as to enhance outcomes for building amenity in particular in the following areas;

- Visual aspects – The waste management and storage areas will not be visible from the exterior of the building
- Noise – All systems and waste movement methodology will comply with the Protection of the Environment Operations Act 1997
- Odour - Any putrescible waste awaiting collection will be sorted in a manner that meets City of Sydney Waste Policy. All waste storage areas will be provided with mechanical ventilation. General and organic waste will be collected daily

2.8 DELIVERIES

Deliveries and waste collection will be to the loading dock on Basement 1. Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. All loading will take place wholly within the premises with ad-hock deliveries, loading or unloading occurring on the street.

All vehicles, apart from the SRVs, such as B99 and normal vehicles will enter from the northern crossover, proceed to unload and exit via the southern crossover. Only SRVs will enter via the southern crossover. This will be carefully managed during quiet hours and will be documented in a Loading Dock Management Plan.

Deliveries to the complex will predominantly comprise food supplies and business operational requirements (laundry and the like). Deliveries will be made by light commercial vehicles and will occur via the loading dock. All deliveries and collections will be managed by hotel staff to ensure efficient vehicle movement and goods distribution.

2.9 CLEANING OF THE PREMISES AND THE PUBLIC DOMAIN

Hotel Management will ensure as far as practicable that the premises are kept in a clean and tidy condition both internally and externally. Staff will be employed to clean up the internal and external areas of the building on a daily basis. This will be closely monitored by Hotel Management.

2.10 SIGNAGE

All mandatory and statutory signage will be displayed internally and at required entrances. All other external permanent signage is subject to Council and Planning approval.

No commercial signs, including banners shall be displayed on exterior of the premise without prior consent for Council. Signage in compliance with the Liquor Act 2007, including but not limited to signage required for responsible service of alcohol, together with signage requesting patrons when leaving the hotel respect the quiet and good enjoyment of the neighbourhood, shall be displayed at appropriate locations within the Hotel.

2.11 FIRST AID STAFF TRAINING

Hotel Management will undertake first aid training of hotel staff in order to respond to a medical incident on the premises.

In addition, security officers will be first responders to all medical incidents and will have access to and be trained in the use of key equipment including Automated External Defibrillator device and trauma kits which will be located in the complex.

2.12 OH&S

Hotel Management will ensure that the Occupational Health and Safety standards are implemented for all uses. Each use will operate in accordance with the relevant legislation and local standards, adopting strict management practices in all uses.

3 SECURITY MANAGEMENT PLAN

The following addresses measures to be used for ensuring adequate safety, security and crime prevention both on the site and in the public domain immediately adjacent to, and generally surrounding, the premises.

3.1 PREMISES SECURITY

To ensure 4-6 Bligh Street is managed responsibly and to maintain a secure environment for all people and to protect the property, hotel staff, guests and visitors, the following security measures will be implemented and maintained:

3.1.1 HOTEL SECURITY

The hotel security system shall incorporate electronic monitoring and access control of the building through a system of proximity card readers, Closed Circuit TV (CCTV) system, intercoms, watchman tour patrol, alarm system and interfaces with the lifts and the hotel room key management system. Lighting (automatic) is to be installed in all public and communal spaces and building entrances and public areas will be monitored with CCTV.

The Main Lobby door will be the primary point of entry/exit for hotel guests and patrons, this will have a direct sight line to the hotel reception desk.

Hotel staff will access the premise via the northern most fire stair door on Bligh Street with security check internally. This door will be controlled with proximity card readers.

3.1.2 PUBLIC DOMAIN /

The proposal will provide a high level off-site security at the public domain interface

CCTV and lighting are proposed in accordance with industry practice.

Particular emphasis on security management is to be placed on Bligh St entry Hotel Management and security will ensure that the public domain areas around the building are monitored on a regular basis.

3.2 CCTV/ SURVEILLANCE

Hotel Management will install and maintain a sophisticated 24/7 digital video surveillance system. This system will be complete with cameras and recorders to monitor and record all entrances to the premises and public areas as well as activities within the complex. Live and recorded video shall be accessible within the security system software. CCTV footage will be made available to Police services upon request. CCTV recording devices will be located on the premises and will only be accessible to senior Hotel management personnel to maintain the integrity of the recorded footage.

Signage will be provided to advise guest, patrons and the public regarding the use of CCTV on the premises.

3.3 RESPONSIBLE SERVICE OF ALCOHOL

It is Hotel Management policy, in addition to being a condition of the Liquor License that all laws are complied with in regard to the sale and consumption of alcohol on the premises. Management will adopt and promote the "New South Wales Liquor Industry Code of Practice for the responsible promotion of liquor products" as its "House Policy".

A copy of the Code will be prominently displayed at the premises and will be readily available to all staff involved in the sale and supply of liquor.

All relevant staff will have completed an approved Responsible Service of Alcohol (RSA) course prior to commencing employment. Management will maintain an up to date RSA Register on-site containing all certificates and will ensure that this register is made available to the Police upon request.

Hotel Management's primary responsibility is for the safety and well-being of all customers. Hotel Management will:

- implement a "House Policy" regarding the responsible service of alcohol at the premises;

- recognise that it is against the Law to serve any person to intoxication;
- have a dedicated RSA officer on site at all times;
- recognise that it is against the Law to serve or supply alcohol to any person under the age of 18 years;
- recognise that it is against the Law to allow disruptive or violent behaviour to occur on the premises;
- seek to ensure that no harm comes to patrons as a result of the service of alcohol;
- not serve alcohol to intoxicated patrons on the premises;
- the Licensee shall prevent patrons leaving the function rooms with liquor in opened containers, glasses or the like;
- refuse service of alcohol to any patrons showing signs of intoxication or drunkenness;
- encourage patrons to drink responsibly and let them know they will be asked to leave if they become intoxicated, disorderly, violent or quarrelsome;
- refuse entry to all intoxicated persons;
- promptly and politely ask patrons to leave when they are showing signs of intoxication or drunkenness;
- endeavour to develop a very close working relationship with the police and emergency services;
- the hotel and it's employees will not engage in any liquor promotion that is likely to promote irresponsible service of liquor;
- not permit intoxication or any indecent, violent or quarrelsome conduct on the premises. Any person causing such disturbance shall be refused service and asked to leave the premises. Any patron whose behaviour is either extreme or repeatedly objectionable may be barred from entering the premises for a period to be determined by the licensee;
- All Managers on Duty (MOD) and food and beverage (F&B) staff must have a valid RSA certificate;
- MOD's are to be trained in the removal of intoxicated patrons;
- Free tap water will be available at all times in areas where alcohol is served;
- 24 hours reception will assist all patrons in accessing safe transportation from the premises where possible;
- RSA marshals will be allocated when external security is utilized on the premises. During periods where no security are required, the MOD will be responsible for overseeing the responsible service of alcohol and is empowered accordingly to cease the service of alcohol at any time.

3.4 ILLEGAL DRUGS

Drug use will not be tolerated at any time on the premises. Management will take substance abuse very seriously. Any person selling, purchasing, using or in possession of narcotics or other illegal substances on the premises will be subject to management action, including, if necessary contacting police.

3.5 TRANSPORT AWARENESS

A variety of public and private transport options are available for patrons, guests and staff from the immediate surrounds of the premises including during late night trading hours. The existing and future transport options within 500 metres of the complex include bus and light rail stops, taxi rank and train station.

In order to increase patron and staff awareness of public transport availability, Hotel Management will provide the following:

- Free maps of the local area and extended CBD for guests that detail current location and highlight key public transport facilities in the immediate vicinity (Circular Quay train and ferry etc.);
- Local bus, light rail and train timetables;
- Taxi booking and tracking services available 24 hours a day from reception;

3.6 GENERAL SECURITY PROCEDURES

Hotel Management will regularly monitor inside and outside the premises with the aim to ensure that a safe environment for patrons and staff is maintained at all times. The Hotel Security department is a 24/7 operation with a security manager/officer allocated on the property. Hotel Security Service Officers are trained and qualified in all relevant aspects of security including first aid, OH&S and emergency procedures.

3.7 DOOR POLICY AND DRESS CODES

Hotel Management reserves the right to refuse entry if guests:

- Do not meet the dress code requirements. These requirements will be displayed on appropriate signage as required and be available via the Hotel's website;
- Are drunk and disorderly.

3.8 INCIDENT REGISTER AND COMPLAINTS

An Incident Report Register will be utilized and an entry completed where an incident necessitates action by an emergency service, fire brigade, police and maintenance.

The hotel will maintain and record all incidents in an incident book. Incident records will be included in the Incident Book when any incident that could cause alarm or concern to members of the public occurs. Observations as to whether or not any persons identifiable as having been patrons at the Hotel immediately prior to the incident were involved will be noted. Entries are to be made as soon as possible after such incidents and to include notes of the actions taken by the security staff.

At the end of each shift, any incidents that have occurred and the actions taken will be brought to the attention of the manager/licensee who shall ensure the details of incidents reported are recorded in the Incident Book kept by the hotel.

At all times Hotel Management will be available on site if a patron wishes to discuss or report an incident. Any complaints received will be documented and followed up by Management.

In addition, an executive of the company will be informed of all incidents or complaints.

3.9 BUILDING OCCUPANCY

Hotel Management will be responsible for monitoring occupancy levels at all times as indicated by the occupancy permit. Hotel Management will:

- Monitor occupancy numbers via physical count and CCTV analytics; and
- Count customer numbers for management reporting purposes

Management will ensure that the behaviour of patrons entering and leaving the premises does not detrimentally affect the amenity of the neighbourhood. Patrons will be advised to leave the premises quietly and quickly.

Appropriate signage will be placed within the clearly visible location within the premises to this affect.

Management will be responsible for the control of noise, loitering and litter generated by the patrons of the premises and shall ensure that patrons leave the premises and area in an orderly manner.

3.10 SECURITY/PATRON INTERVENTION

If the removal of a patron(s) is deemed necessary and appropriate in the circumstances of a security patron intervention, the removal will be carried out in accordance with the Hotel's Security Operational Procedures and Directives.

The Hotel's Operational Procedures are designed to avoid or minimise the risk of injury to Security Officers, the patron and other people present.

An incident report for any notable security related incident containing all relevant details will be completed as soon as practicable after the incident.

Any force used in a removal must be lawful, justifiable and proportionate

Management may also notify the Police for assistance in removing any customer from the premises if required

3.11 HOLD UP PROCEDURE / POLICY

Staff will be provided with training with regard to the holdup procedure and policy. The primary philosophy is as follows:

- activate alarm devices as soon as possible;
- try to remain calm and assess the situation;
- unless otherwise ordered, "continually observe the offender making a mental note of their appearance";
- pay particular attention to scars, tattoos, firearm or weapon, plus any unusual or prominent features;
- note his / her conversations including any indecent language, accent, nicknames or speech peculiarities;
- look to see if a motor vehicle is being used and note any occupants;
- obey the instructions of the offender, do not be over cooperative;
- move slowly. Only do this with safety. Advise of any sudden movements you have to make;
- do not put up a fight;
- do not discuss the incident with anyone other than police or senior management; and observe the direction taken after the offender leaves the premises.

3.12 MONEY HANDLING & CASH MOVEMENTS

Hotel Management will move money and handle cash as per standard operating policy and procedure.

The building is fully monitored via 24/7 CCTV with active and passive security systems that assist in the application of the standard operating policy and procedure.

3.13 EVACUATION / EMERGENCY MANAGEMENT PLAN AND EMERGENCY CLOSING PLAN

A comprehensive Emergency Management Plan will be employed on the site which will be prepared in compliance with Australian Standards. A detailed evacuation plan will also be prepared for the complex and will be part of the training for all staff.

In summary:

- the prime concern of Hotel Management will be the total safety of patrons, staff and neighbours;
- management will ensure that up to date safety procedures and equipment are implemented at all times;
- management will ensure that a current list of emergency telephone numbers are near all phones at all times;
- management will ensure that all staff are aware and trained in the fire safety and emergency requirements and the procedures to be followed in the event of a fire or emergency at the premises;
- an appropriately qualified fire equipment maintenance contractor will be contracted to provide an ongoing service to maintain all fire prevention and control of equipment at the premises and ensure all relevant Codes are complied with and any recommendations outside of the code which emphasize the safety of patrons will be implemented;

In the event of fire alarm activation or any other emergency, Security and Maintenance department personnel will be immediately dispatched to assess the situation. Hotel Security will concurrently attend the Surveillance Monitors and assume the role of Chief Warden. At this location the Chief Warden has access to CCTV, Fire and Emergency Warning Intercommunication System graphics (EWIS located in the complex), telephone and radio.

In the event of a confirmed emergency a warning system is deployed and the local emergency service is automatically notified by the systems as well as communication as directed by the Chief Warden. The emergency management and evacuation plan will take effect.

3.14 CROWD MANAGEMENT

The operation of the hotel is generally not anticipated to generate queuing or require crowd management. However, staff and security will ensure that frontages of the building are monitored to ensure that there is no unorderly queuing. Qualified security will be utilized to control all entries as necessary.

External security will be used as standard procedure where active crowd control is required.

Management will reserve the right to ask any patron acting unsociably or undesirably to cease their behaviour and if required, leave the premises, failing to do so the police will be utilized to avoid confrontation.

3.15 EMERGENCY CLOSING PROCEDURE

In some circumstances it may become necessary to close the complex, for example fire, flood, power failure, bomb scare and other major emergencies. Any emergency incidents are managed by the Chief Warden under the framework of the corporate Emergency Management Plan.

Hotel management will liaise with Police and other Emergency services should there be an emergency and will deploy resources and liaise with guests if required. Approval will be sought from the Executive Manager on duty prior to closing.

3.16 SECURITY TRAINING

The Hotel's training has been developed in consultation with internal and external stakeholders, industry experts in health and safety, and the use of force, tactical operations and the law. The training and associated documentation is

regularly reviewed and benchmarked against best practice.

Hotel Management will take the following actions to ensure the safety and security of its staff and patrons:

- management and staff will be trained in effective communication strategies and techniques to enable personnel to diffuse potentially aggressive situations;
- management and staff will be trained in Safety Principles which are designed to ensure that the risk profile for security, other staff and the public are effectively minimized;
- management and staff will receive refresher training on a yearly basis to ensure all personnel are competent as well as continuing to be up to date with industry / legislative requirements.